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# PLANNING

CANADA

## SUSTAINABILITY ON THE EDGE

AUX LIMITES  
DE LA DURABILITÉ



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DES URBANISTES

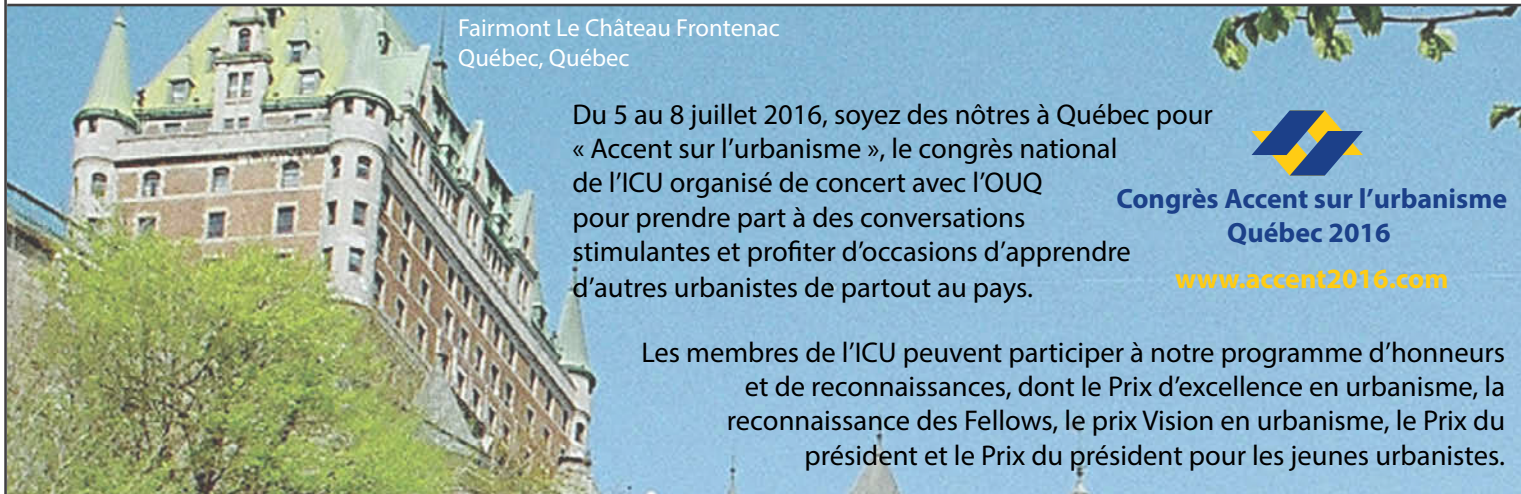
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Thomas Adams  
Fondateur 1919  
L'Institut d'urbanisme du Canada



## L'Institut canadien des urbanistes a depuis 1919 appuyé, contribué à l'avancement et défendu les intérêts de la profession d'urbaniste.



Fairmont Le Château Frontenac  
Québec, Québec

Du 5 au 8 juillet 2016, soyez des nôtres à Québec pour « Accent sur l'urbanisme », le congrès national de l'ICU organisé de concert avec l'OUQ pour prendre part à des conversations stimulantes et profiter d'occasions d'apprendre d'autres urbanistes de partout au pays.



**Congrès Accent sur l'urbanisme  
Québec 2016**

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Les membres de l'ICU peuvent participer à notre programme d'honneurs et de reconnaissances, dont le Prix d'excellence en urbanisme, la reconnaissance des Fellows, le prix Vision en urbanisme, le Prix du président et le Prix du président pour les jeunes urbanistes.

### Réseautage et rayonnement

- ◆ Profitez des occasions uniques de bénévolat et offrez vos connaissances et votre savoir-faire à l'ensemble de la profession en devenant membre d'un de nos comités consultatifs nationaux ou internationaux
- ◆ Faites valoir le point de vue canadien sur l'urbanisme en participant à la Journée mondiale de l'urbanisme dont l'ICU est fier partenaire
- ◆ Nous offrons aussi des occasions de vous associer à des projets menés par des organismes comme l'Institut royal d'architecture du Canada et l'Association des architectes paysagistes du Canada avec qui ont été créés les Prix nationaux de design urbain, sans oublier le partenariat avec Collectivités en fleurs pour la tenue du concours de l'ICU *Au Canada, c'est ma place!*

### Services aux membres et reconnaissances

- ◆ L'ICU encourage la formation et le perfectionnement des étudiants en urbanisme par l'entremise du Fonds en fidéicomis pour étudiants en urbanisme et en aménagement, et avec la Bourse de voyage des Fellows de l'ICU offerts exclusivement aux membres étudiants de l'ICU
- ◆ Demeurez au fait des nouvelles dans le domaine de l'urbanisme grâce au bulletin électronique mensuel envoyé aux membres et à d'autres messages ponctuels sur des questions importantes
- ◆ Profitez de programmes de fidélisation comme pour l'assurance responsabilité civile professionnelle, l'assurance collective automobile et habitation, l'assurance temporaire et l'assurance individuelle contre les accidents, en plus de rabais consentis par VIA Rail

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- ◆ Ayez accès à des affichages d'offres d'emplois et à des demandes de propositions venant de partout au Canada
- ◆ Faites publier vos articles dans *Plan Canada*, le principal périodique canadien en urbanisme, partagez vos idées, faites part de vos recherches et de vos réalisations à d'autres urbanistes de partout au pays
- ◆ Obtenez vos crédits annuels de formation professionnelle continue en participant au congrès nationale de l'ICU
- ◆ Consultez la section réservée aux membres du site Web de l'ICU pour avoir accès à *Plan Canada* et au *Canadian Planning and Policy Journal*, ainsi qu'à la vaste bibliothèque de ressources en ligne dans le site Web



Fonds en fidéicomis pour  
étudiants en urbanisme  
et aménagement



@CIP\_Planning

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# SUSTAINABILITY ON THE EDGE | AUX LIMITES DE LA DURABILITÉ

PLAN CANADA | SPRING · PRINTEMPS 2016 | VOL. 56 NO. 1

## COLUMNS

- 4 A WORD FROM THE PRESIDENT /  
LE MOT DE LA PRÉSIDENTE
- 6 CIP NEWS / ÉCHOS DE L'ICU
- 12 INDEX OF ADVERTISERS
- 15 FROM THE EDITORIAL  
BOARD CHAIR / LE MOT DE  
LA PRÉSIDENTE DU COMITÉ  
DE RÉDACTION
- 42 THE LEARNING CURVE /  
L'ACQUISITION DU SAVOIR
- 44 FELLOWS' CORNER /  
DU CÔTÉ DES FELLOWS
- 47 NEWS YOU CAN USE / DES  
NOUVELLES DIGNES D'INTÉRÊT
- 49 PLANNERS' BOOKSHELF



- 16 **CLIMATE CHANGE À LA MODE**  
Prime Minister Trudeau's declaration at the recent COP21 Conference in Paris, France, has made climate change resilience a hot topic again, but what does this mean for Canadian planners?  
*By Janis Fedorowick, MCIP, RPP, OALA, BES*



- 22 **SUSTAINABILITY AT THE URBAN-RURAL FRINGE**  
Assessing the implications of agriburban development for planning sustainable communities along the urban-rural boundaries of the Greater Golden Horseshoe.  
*By Cian O'Neill, BASc, MPL and  
Dr. Patricia Collins, BSc, MSc, PhD*



- 28 **CONDO FARMS**  
Integrating urban agriculture amenities in new condominium developments.  
*By Dilys Huang, BES, MPL, LEED Green Assoc.,  
and Dr. Leela Viswanathan, PhD, MCIP, RPP*



- 38 **CRYSTAL TO IQALUIT**  
From its origin as the Crystal 2 airbase, Iqaluit has experienced 70 years of transformation to becoming the hub of Canada's eastern arctic region.  
*By Kenneth Johnson, RPP, MCIP*

**HAZEL CHRISTY, MBA, MCIP, RPP |**  
PRESIDENT, CANADIAN INSTITUTE OF PLANNERS /  
PRÉSIDENTE INSTITUT CANADIEN DES URBANISTES

# FOUNDATION FOR THE FUTURE



CIP President Hazel Christy skating at Stuart Park, Kelowna, named one of the Great Places in Canada 2015.

**Y**our CIP Board remains committed to guiding the Institute through this transition period, and meets monthly by teleconference to:

- ensure we are on track to deliver a new set of bylaws for a membership vote in March;
- preside over the Institute's commitments for 2016 to make certain our obligations are met; and
- support CIP's participation in the discussion of national planning issues.

On January 19th, a new set of by-laws was drafted and circulated to PTIA Presidents and the general membership for review. March 18th is the final day for the PTIAs and members to submit their comments on the draft bylaws. An electronic vote by the membership is scheduled to begin on March 24th, and will remain open until the polls close on May 5th.

This important work will help establish a foundation for future Boards through the enactment of a solid governance and policy framework that will enable CIP to effectively carry out its mandate and purpose. The draft Bylaws, in addition to Board meeting agendas and minutes, are posted on the "Members' Only" section of the CIP website under Board Documents.

We have made great strides in the last six months. As President, I would like to thank everyone for their conviction, commitment, and patience: board members who have phoned in to meetings from many parts of the world or returned early from vacations to ensure their attendance; CIP members across the country who participated in the FutureFORWARD Task Force process; and those who have been providing their input to the "CIP Reboots" process.

I also want to acknowledge the commitment and support of CIP staff in the Ottawa office, who are working very hard under tight deadlines and tighter budgets. Prior to her departure at the end of December, Christine Helm worked diligently and effectively to ensure a smooth transition of her responsibilities to her colleagues.

As always, you can find out more about the process by visiting the CIP website and going to the Reboots page CIP Reboots for timelines, background and updates on our progress.

Questions and comments can be sent to [communications@cip-icu.ca](mailto:communications@cip-icu.ca). You can also follow CIP on Twitter @CIP\_Planning and the CIP Task Force @CIPTaskforce. ■

# BASES POUR L'AVENIR

**F**e conseil d'administration de votre Institut demeure engagé à accompagner l'organisation au cours de cette période de transition, et tient des téléconférences mensuelles pour :

- veiller à ce que nous puissions proposer aux membres en mars de voter sur un nouveau Règlement administratif;
- nous acquitter des engagements pris pour 2016 pour nous assurer de respecter nos obligations;
- favoriser la participation de l'ICU au dialogue sur les enjeux nationaux en urbanisme.

Le 19 janvier, la rédaction d'un nouveau Règlement administratif a été achevée et le document a été transmis aux présidents des AIPT et à l'ensemble des membres pour qu'ils en prennent connaissance. Les AIPT et les membres ont jusqu'au 18 mars pour formuler leurs commentaires sur la version provisoire du Règlement administratif. Les membres pourront voter par scrutin électronique à compter du 24 mars jusqu'à la fin de la période du vote le 5 mai.

Cette démarche cruciale permettra aux futurs conseils d'administration de reposer sur des bases solides grâce à un cadre de gouvernance et de politiques qui fera en sorte que l'ICU puisse s'acquitter de son mandat et atteindre ses objectifs. La version provisoire du Règlement administratif ainsi que les ordres du jour et les procès verbaux des réunions du Conseil sont disponibles dans la section du site Web de l'ICU réservée aux membres sous l'onglet « Documents du Conseil ».

Au cours des six derniers mois, nous avons franchi des étapes très importantes. À titre de présidente, je tiens à remercier tous et toutes pour votre sentiment de conviction, votre engagement et votre patience. Mes remerciements vont aussi aux membres du Conseil qui ont participé par téléphone, parfois de l'étranger, à nos travaux ou qui ont écourté leurs vacances pour y prendre part, aux membres de l'ICU de partout au pays qui ont participé au groupe de travail FutureFORWARD, et à ceux et celles qui ont contribué au processus de « redémarrage de l'ICU ».

Je tiens aussi à rendre hommage à l'engagement et au soutien manifestés par le personnel du bureau d'Ottawa de l'ICU qui travaille sans relâche, dans des délais serrés et des budgets tout aussi serrés. Avant son départ en décembre, Christine Helm a su s'efforcer et faire preuve d'efficacité pour ménager une transition sans heurt de ses responsabilités à ses collègues.

Vous pouvez, comme toujours, trouver de plus amples renseignements sur le processus en cours en consultant le site Web de l'ICU et la page Redémarrage de l'ICU pour y trouver les échéanciers, des documents sur le contexte et les progrès que nous avons réalisés.

Vous pouvez faire parvenir vos questions et commentaires à [communications@cip-icu.ca](mailto:communications@cip-icu.ca). Vous pouvez aussi suivre l'ICU dans Twitter @CIP\_Planning et le groupe de travail de l'ICU @CIPTaskforce. ■

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# 2016 CONFERENCE

## INVITATION TO THE CIP/OUQ ACCENT ON PLANNING CONFERENCE

**Y**ou're invited! The Welcome Reception for Accent on Planning 2016 has been confirmed to be taking place at le Parlementaire, a magnificent beaux arts dining room located in the Parliament Building, just outside the walls of Old Quebec. This unique structure was built between 1877 and 1886 in the architectural style of the Second Empire and inspired by the expansion of the Louvre in Paris.

This event will kick off the CIP/OUQ Accent on Planning conference in style, on Tuesday, July 5 2016. The conference itself begins the next day at the Hilton where more than 100 presenters and in excess of 50 sessions have been confirmed to be taking place.

Accent on Planning is also pleased to present the following two keynote speakers:

**Philip Enquist, FAIA**, is the Skidmore, Owings & Merrill LLP (SOM) Partner who leads its global city design practice, the world's most highly awarded urban planning group. Phil and the planning studios in Chicago, New York, San Francisco, London and Shanghai have improved the quality of life and the environmental performance of cities on five continents by designing location-unique development strategies that integrate nature and urban density within a framework of future-focused public infrastructure.

**Dr. Anthony Townsend** is an internationally recognized expert on urbanization, ubiquitous computing, technology innovation and economic development. He holds posts at the *Data & Society Research Institute*, and *New York University Rudin Center for Transportation*. He is an advisor to government and industry, currently works with Google's *Sidewalk Labs*, the World Economic Forum, *Code for America*, and *Urban.U*s on technology strategy for cities. ■

Visit [www.accent2016.ca](http://www.accent2016.ca) for more conference & Program information.

# CONGRÈS 2016

## INVITATION À LA CONGRÈS 2016 DE L'ICU/OUQ « ACCENT SUR L'URBANISME »

**P**ous êtes invités! La tenue de la réception de bienvenue à la conférence « Accent sur l'urbanisme » est maintenant confirmée. Elle se tiendra dans la salle Le Parlementaire, une magnifique salle à manger de style beaux arts située dans l'hôtel du Parlement, juste à l'extérieur des murs du Vieux Québec.

Cette structure au cachet unique du style Second Empire a été érigée de 1877 à 1886 et inspirée de l'agrandissement du musée du Louvre à Paris. Cette activité, le 5 juillet 2016, marquera de façon appropriée le début de la conférence « Accent sur l'urbanisme ». Comme telle, la conférence débutera le lendemain à l'hôtel Hilton où plus d'une centaine de présentations et d'une cinquantaine de séances de rencontres et de travail se dérouleront. Les organisateurs de la conférence

« Accent sur l'urbanisme » sont très heureux de présenter les deux conférenciers suivants :

**Philip Enquist, FAIA**, est associé principal du réputé cabinet Skidmore, Owings & Merrill LLP (SOM) et dirige les activités internationales du groupe en design urbain. Phil, de concert avec les équipes des bureaux de Chicago, New York, San Francisco, Londres et Shanghai a su améliorer la qualité de vie et la performance environnementale de villes sur cinq continents et concevant des stratégies adaptées sur mesure au milieu qui harmonisent nature et densité urbaine dans un cadre d'infrastructure publique axée sur l'avenir.

**Le Dr Anthony Townsend** Le Dr Anthony Townsend est un expert de renommée mondiale en ce qui a trait à l'urbanisation, l'informatique ubiquitaire, l'innovation technologique et le développement économique. Il occupe un poste au *Data & Society Research Institute* ainsi qu'au *New York University Rudin Center for Transportation*. Le Dr Townsend agit à titre de conseiller auprès du gouvernement et de l'industrie, en plus de s'impliquer avec *Sidewalk Labs* de Google, le Forum économique mondial, *Code for America* et *Urban.U*s au niveau des stratégies technologiques urbaines. ■

Visitez [www.accent2016.ca](http://www.accent2016.ca) pour plus d'information sur le congrès et sa programmation.





# FAREWELL CHRISTINE

**N**o one could have predicted when the institute interviewed for a new Administrative Assistant in 1988 that the new hire would quietly grow to be the backbone of the CIP.

Christine Helm retired in December 2015 after 27 years, leaving planners across the country to adjust to a CIP *sans* Helm. Many have known Christine since she started her career with the institute and watched her grow, while the next generation of planners began working with her more recently and valued her mentorship. Christine Helm wore many hats over the course of her career with CIP, including stepping in as Acting Executive Director when needed. For her dedication to the Institute, she was presented with an Honorary CIP membership, one of only a handful given. From the day to day operations of the organization, to her work with the various committees and the council, Christine ensured that the institute ran smoothly. Her biggest influence and where most members were acquainted with her work was in the planning the annual CIP conference. This is a snapshot of Christine Helm's contributions to the institute, in the words of some of those who know her best.

**E**n 1988, lorsque l'Institut était à la recherche d'une nouvelle adjointe administrative, personne n'aurait pu prédire que la nouvelle recrue allait discrètement devenir un des piliers de l'ICU. En décembre 2015, Christine Helm a pris sa retraite après 27 années, laissant un grand vide pour les urbanistes de partout au pays. Bon nombre la connaissaient depuis le début de sa carrière à l'ICU et ont été témoins de son cheminement professionnel, alors que la nouvelle génération d'urbanistes la connaissait depuis moins longtemps, mais appréciaient grandement son mentorat.

Au fil de sa carrière, Christine a eu à tenir plusieurs rôles, y compris celui de directrice générale par intérim lorsque ce fut nécessaire. Pour son dévouement envers l'Institut, elle a reçu le poste de membre honoraire de l'ICU, un honneur réservé à bien peu de personnes.

Depuis le fonctionnement journalier du bureau à son travail pour divers comités et pour le conseil d'administration, Christine a toujours veillé à ce que l'Institut tourne rondement. Là où son influence se faisait surtout sentir, et ce qui a fait connaître son travail de la plupart des membres était l'organisation de la conférence annuelle de l'ICU.

Voici, à grands traits, les multiples apports de Christine Helm à l'Institut, dans les mots de ceux et celles qui l'ont la mieux connue.



Christine with Blake Hudema & Raymond Nothstein Co-Chairs of PIBC-CIP Joint Conference 2002.

Christine en compagnie de Blake Hudema et Raymond Nothstein, coprésidents de la conférence conjointe PIBC-ICU de 2002.



Christine Helm, for me, was the face of CIP for more than 25 years.

-Marni Cappe  
FCIP, RPP



2012 Strategic Planning Retreat.

#### FROM THE TOP ...

**David Witty, FCIP, RPP**

Gary Davidson, David Sherwood, who was Executive Director of CIP at the time, and I hired Christine in 1988. Christine was a great, young and vibrant addition to the small CIP office. Christine brought a strong sense of collaboration, the importance of member-centred service and a willingness to contribute in any way that helped CIP grow and develop as a professional organisation.

Christine has ably served many Councils and Presidents and several ED's. She was the glue that held our yearly conferences together. She was the connector that has linked nearly 30 years of our history. She will be sorely missed and dearly remembered.

**Chantal Laliberte, MICU, OUQ**

I have known Christine since the mid-ninety's when I was the OUQ rep. on CIP National Council for the first time. Christine was an important reference for me ... being a francophone and a young planner at that time, sitting on National Council was quite a challenge for me. Having to participate in a 2 day meeting in a language that was not my mother tongue, with all the acronyms & expressions I was not familiar with, with the complex discussion from time to time, and with only few years of experience in the profession, I often felt that I was lost out there! But Christine was always available to give me a hand... She was, particularly, a valuable asset for the Institute in regards of the French speaking planners and affiliates. And OUQ staff always had a great pleasure working with her.

Merci Christine!

#### DES HAUTES SPHÈRES DE LA DIRECTION...

**David Witty, FICU, UPC**

Gary Davidson, David Sherwood qui était directeur général de l'ICU à l'époque et moi même avons embauché Christine en 1988. Elle apportait un vent de jeunesse et de dynamisme dans les modestes bureaux de l'ICU. Elle a amené un esprit de collaboration, misant sur la prestation de services axés sur les membres et une volonté de contribuer de toutes les façons possibles à la croissance et au développement de l'ICU en tant qu'organisation professionnelle.

Christine a habilement secondé de nombreux conseils et présidents, ainsi que plusieurs directeurs généraux. Elle a été l'élément rassembleur de nos conférences annuelles et de près de 30 années de notre histoire. Elle va beaucoup nous manquer, nous n'aurons que de bons souvenirs d'elle.

**Chantal Laliberté MICU, OUQ**

Je connais Christine depuis le milieu des années quatre vingt dix, à l'époque où je suis devenue la représentante de l'OUQ au Conseil national de l'ICU. Christine m'a été d'une aide incroyable. À l'époque, en tant que francophone et jeune urbaniste, être membre du conseil était pour moi un énorme défi. Ayant à prendre part à une réunion de deux jours dans une langue autre que ma langue maternelle, avec un tas d'expressions et de sigles qui m'étaient inconnus, ayant à l'occasion à aborder des questions complexes, et n'ayant que quelques années d'expérience de la profession, j'avais souvent l'impression d'être un peu perdue dans tout ça. Mais Christine était toujours là pour me prêter main-forte. Elle était un atout particulièrement précieux pour l'Institut dans ses rapports avec les urbanistes et sociétés affiliées francophones, et



### UNITING CIP THROUGH A STELLAR NATIONAL CONFERENCE...

#### Blake Hudema MCIP, RPP

Christine's legacy is the Conference. She established the organization and execution of the annual Conference – our most important member engagement. Most importantly, her seamless organization allowed the creative part of the Conference to flourish and attract the high percentage of members who attend this annual event.

#### Marni Cappe FCIP, RPP

Christine Helm, for me, was the face of CIP for more than 25 years. Funny that I think of her that way, because she typically would keep herself in the background, allowing others to step forward into the spotlight. By now, the story of our last-minute cancelled keynote speaker, Sir Peter Hall, is pretty well known amongst us old-timers. She, along with Loretta Ryan at OPPI, delivered a replacement keynote speaker who confirmed about 48 hours ahead of the conference opening. He was brilliant! ... Many years later, Christine became my "go-to" person on the ins and outs of CIP procedures and protocol as I navigated my time as CIP President.

#### Richard Parker FCIP, RPP

I was Co-Chair of the [2005] Conference and I have just gone through my photos of the event, none of which included Christine. I think that sums her up very well. Christine was key to the success of the Conference yet was always in the background never "on stage". From the initial planning meetings, which she always took part in via phone, through her coming out to Calgary a year before the event for a two day planning session, to the

Bidding adieu to Christine means we will also say goodbye to a wealth of knowledge and history of CIP as it has developed through the years.

-Donovan Toewes MCIP, RPP

le personnel de l'OUQ a toujours apprécié le fait de travailler avec elle.

Merci Christine!

### UNIR L'ICU PAR DES CONFÉRENCES NATIONALES REMARQUABLES...

#### Blake Hudema MICU, UPC

Le legs de Christine est la conférence. Elle a établi les mécanismes de planification et de tenue de nos conférences annuelles qui sont notre principale occasion de dialoguer avec nos membres. Surtout, l'organisation sans faille permettait aux élans créatifs de s'exprimer lors des conférences, et suscitait la participation d'un grand nombre de membres à cet événement annuel.

#### Marni Cappe FICU, UPC

Pour moi, Christine Helm a symbolisé l'ICU pour plus de 25 ans. Étrange que je pense à elle ainsi parce qu'habituellement, elle était très discrète, travaillait dans l'ombre, laissant l'avant-plan aux autres. L'anecdote du remplacement à la dernière minute du conférencier Sir Peter Hall est désormais bien connue des « vieux de la vieille ». Elle et Loretta Ryan de l'IPPO ont réussi à dénicher un remplaçant à 48 heures de l'ouverture de la conférence, et il s'était avéré brillant! Au cours des années qui suivirent, Christine était toujours celle que je consultais en premier lieu sur les détails des marches à suivre et des protocoles de l'ICU durant mon mandat à la présidence de l'ICU.

#### Richard Parker FICU, UPC

J'étais coprésident de la conférence en 2005, et je viens de regarder mes photos de l'événement... Christine n'apparaît sur aucune d'entre elles. Je crois que ça résume bien ce qu'elle était. Elle était essentielle à la réussite des conférences, mais toujours à l'écart, jamais au premier plan. Depuis les premières réunions de planification, auxquelles elle prenait part par téléphone, puis avec sa visite à Calgary pour une séance de planification de deux jours un an avant la tenue de l'événement, et ensuite pour la conférence elle-même, Christine avait toujours le gouvernail bien en main, mais nous donnait à Gary Klassen et moi qui en étions les coprésidents l'impression que nous pilotions le navire.

Conference itself, Christine always kept her hand on the rudder but let Gary Klassen and myself as Co-Chairs feel as if we were steering the ship.

#### **David Crossley**

I have had the great pleasure of working with Christine Helm over the past 13 years in our respective professional capacities at CIP and PIBC.... her amazing experience, skills and talent in coordinating the organization and delivery of tremendously successful and ever-improving national conferences. Without a doubt, working with Christine on national conferences was an immeasurably valuable learning experience as well as (always) a lot of fun. I think it is fair to say that, with her many years of experience at CIP, Christine was very much a mentor to me personally when I began my work with PIBC as the lone staff person back in 2002.

#### **A THEME RESONATES...**

##### **Bruce Duncan FCIP, RPP**

Perhaps the reason that you are getting so many stories in a similar vein is because there is a consistency in Christine's way of doing things. And perhaps it was that consistency that made her so effective in her positions with CIP. Planners are not an easy crowd to work with, but she was able to keep the nuts and bolts tight on an organization that from time to time featured a few wing nuts and screwballs.

#### **TWO SIMPLE STATEMENTS ECHOED BY CIP MEMBERS ACROSS CANADA, BOTH CURRENT AND RETIRED...**

##### **Donovan Toewes MCIP, RPP**

She conveys a genuine concern for the well-being of the institute from coast to coast and from year to year. Bidding adieu to Christine means we will also say goodbye to a wealth of knowledge and history of CIP as it has developed through the years. Thank you Christine for your commitment to CIP, to planning, and mostly to each of us planners that has called CIP 'home'.

##### **John Steil FCIP, RPP**

She's been a bedrock of support for Canadian planners - we could always count on her. A skilled administrator and a wealth of institutional knowledge. We'll miss her.

#### **IN CLOSING, A MESSAGE FROM OUR CURRENT PRESIDENT...**

##### **Hazel Christie MCIP, RPP**

We will certainly miss Christine Helm. For so many years, she was the face of CIP to the members - the go-to person if you wanted information, had a problem, or needed something organized. She did it all in her 27 years with the Institute, through thick and thin. We are very grateful for everything she has achieved on behalf of CIP and we wish her all the best in the future. ■

#### **David Crossley**

J'ai eu le grand plaisir de travailler avec Christine Helm au cours des 13 dernières années, chacun dans nos rôles respectifs à l'ICU et au PIBC. Sa très vaste expérience, ses compétences et son talent pour coordonner l'organisation et la tenue de conférences toujours plus intéressantes les unes que les autres m'ont marqué. Il ne fait pas de doute que travailler avec Christine à l'organisation de conférences nationales était chaque fois une expérience très enrichissante et (comme toujours) un réel plaisir. Je crois qu'il est juste de dire qu'avec ses nombreuses années d'expérience à l'ICU, Christine a été pour moi une mentore lorsque j'ai commencé à travailler au PIBC, dont j'étais le seul employé en 2002.

#### **UN THÈME SE DÉGAGE...**

##### **Bruce Duncan FICU, UPC**

Si vous lisez tant de témoignages qui se ressemblent, c'est peut-être qu'il y a une constance dans la façon de Christine de faire les choses. Et c'est peut-être cette constance qui la rendait si efficace à tous les postes qu'elle a occupés. Il peut être difficile à l'occasion de travailler avec des urbanistes, mais elle est parvenue à instaurer une cohésion au sein de l'organisation, malgré la présence occasionnelle de quelques cinglés et déjantés.

#### **DEUX SIMPLES DÉCLARATIONS QUI REFLÈTENT L'OPINION DES MEMBRES ACTUELS ET PASSÉS DE L'ICU DE PARTOUT AU CANADA...**

##### **Donovan Toewes MICU, UPC**

Elle communique une véritable préoccupation pour les intérêts supérieurs de l'Institut, année après année, où qu'elle soit au pays. Dire au revoir à Christine, c'est se départir d'une vaste connaissance de l'ICU et de son histoire au fil des ans. Merci, Christine, de ton engagement envers l'ICU, l'urbanisme, mais surtout envers chacun de nous les urbanistes pour avoir fait de l'ICU « notre » organisation.

##### **John Steil FICU, UPC**

Elle a toujours été là pour soutenir les urbanistes, nous pouvions toujours compter sur elle. Elle était une administratrice de talent et une source de savoir institutionnel. Elle nous manquera.

#### **ET LE MOT DE LA FIN REVIENT À NOTRE PRÉSIDENTE ACTUELLE...**

##### **Hazel Christie MICU, UPC**

Christine Helm nous manquera assurément. Elle a été depuis tant d'années pour les membres le symbole de l'ICU, celle à qui on s'adressait pour obtenir une information, si on avait un problème ou si on devait organiser quelque chose. Elle a fait tout ça au cours de ses 27 années à l'Institut, parfois contre vents et marées. Nous lui sommes reconnaissants pour tout ce qu'elle a accompli au nom de l'ICU, et nous lui souhaitons le meilleur pour l'avenir. ■

CIP welcomes the following new full members to the Institute:

L'ICU souhaite la bienvenue au sein de l'Institut aux nouveaux membres à part  
entire suivants:

Jesse Ajayi, MCIP, RPP	APPI	Shawn Legere, MCIP, RPP	OPPI
Thomas Beck, MCIP, RPP	APPI	Mark Michniak, MCIP, RPP	APPI
Robin Beukens, MCIP, RPP	APPI	Janice Miller, MCIP	MPPI
Christopher Booth, MCIP, RPP	APPI	Brian Murray, MCIP, RPP	APPI
Wesley Caldwell, MCIP, RPP	APPI	Derek Murray, MCIP	MPPI
Sarah M. Cellini MCIP, RPP	OPPI	Gilbert Quashie-Sam, MCIP, RPP	APPI
Erik Dickson, MCIP	MPPI	William Patch, MCIP, RPP	APPI
Selina Xiaoyan Chen, MCIP, RPP	APPI	Michael Pieters, MCIP, RPP	APPI
Colin Gainer, MCIP, RPP	APPI	Scott Smith MCIP, RPP	OPPI
Morgan Huber, MCIP, RPP	APPI	Jennifer Wong, MCIP, RPP	APPI

## INDEX OF ADVERTISERS

Page No.

Bunt & Associates Engineering Ltd.....	48
MacNaughton Hermsen Britten TO.....	48
Malone Given Parsons Ltd.....	37
MMM Group Limited.....	12
Urban Strategies Inc.....	37
Watson & Associates	
Economists Ltd.....	37
Weston Consulting Group Inc.....	12

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# ANDREA GABOR FCIP, RPP (1952-2015)

**O**n December 24, 2015, Andrea Gabor regrettably passed away. She was a former president of the Canadian Institute of Planners and senior partner at Urban Strategies Inc. The planning world will miss her immensely, and CIP gives its condolences to Andrea's family, colleagues and friends.

Within Urban Strategies, Andrea became a vital mentor, the go-to person for many of the junior planners – especially young women – advising how best to function in what was, until recently, the very male environment of planning and development.

In 2006, Andrea was inducted into CIP's College of Fellows, the highest honour that planning colleagues of the Institute can bestow on one of their own. She was well-lauded by her peers and mentors to achieve this status and most deservedly. Outside of the significant recognition she's received for the large number of interesting and complex planning projects she's led, she's also been described as a "remarkable woman; diligent, insightful, reasonable and funny – not bad qualities for a planner."

Andrea capped her long career of service by becoming the President of the Canadian Institute of Planners from 2011 to 2013. This position took her across Canada and the world where she represented Canadian planners and planning with enthusiasm and panache. She concluded her term just as she was diagnosed with an illness that was to become terminal.

Through pure love of the field of planning and hard work, Andrea was a singular practitioner, and a great example to others, both within and outside of her profession. She will be missed. ■



**C'**est avec tristesse que nous apprenions le décès, le 24 décembre 2015, d'Andrea Gabor, FICU. Andrea fut jadis présidente de l'Institut canadien des urbanistes et partenaire principale chez Urban Strategies Inc. Il s'agit d'une immense perte pour le milieu de l'urbanisme, et l'ICU tient à exprimer ses plus sincères condoléances à la famille, aux collègues et aux amis d'Andrea.

Au sein d'Urban Strategies, Andrea s'est avérée un mentor essentiel et une figure de proue pour nombre d'urbanistes en devenir et particulièrement les jeunes femmes, qu'elle guidait et conseillait sur les façons de se tailler une place dans l'univers, jusqu'à récemment à forte dominance masculine, de l'urbanisme et du développement.

En 2006, Andrea a été intronisée au Collège des Fellows de l'ICU, soit la plus grande distinction accordée par les urbanistes membres de l'Institut à leurs pairs. Tous, confrères comme mentors, ont insisté sur le fait qu'elle méritait amplement un tel honneur. En plus de la reconnaissance dont elle a bénéficié dans la foulée des nombreux projets d'urbanisme à la fois intéressants et complexes qu'elle a pilotés, Andrea a été définie comme étant une « femme remarquable : diligente, perspicace, raisonnable et drôle – certes d'excellentes qualités pour une urbaniste ».

La longue carrière d'Andrea l'a ultimement menée à occuper le poste de présidente de l'Institut canadien des urbanistes de 2011 à 2013. Son rôle l'a amenée à voyager d'un bout à l'autre du Canada et ailleurs dans le monde, où elle a représenté le secteur de l'urbanisme et ses professionnels avec enthousiasme et grand panache. Son mandat a pris fin au moment où elle recevait le verdict d'une maladie qui allait ultimement s'avérer incurable.

Son grand amour pour le secteur de l'urbanisme et ses nombreux accomplissements auront fait d'Andrea une urbaniste unique et une source d'inspiration pour bien d'autres gens, tant au sein qu'à l'extérieur de la profession. Elle nous manquera à tous. ■

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Les villes digitales - l'intégration de données dans  
l'urbanisme et le domaine public

| BARBARA MYERS | BA, MCP, MICU, UPC

## SUBJECTS OF VITAL IMPORTANCE | DES ENJEUX D'UNE IMPORTANCE CRUCIALE



**T**he 2016 spring, summer and fall issues of *Plan Canada* will address subjects of vital importance to planners in the year ahead. Our spring 2016 issue, *Sustainability on the Edge*, looks at the most current thinking on sustainability. Revised federal and provincial policy and new considerations of subjects such as urban agriculture and infrastructure development continue to advance the subject of sustainable living. In addition, citizens continue to champion innovative approaches to sustainable design, planning and community living.

The theme of the summer issue will be *Financing Cities*, which will explore the complexities of financing services and infrastructure in Canadian cities large and small. We look forward to including articles from planning scholars in faculties of Planning and Economics across the country with a focus on the relationship between municipal finance and planning. The fall issue will be directed by the Indigenous People's Planning Subcommittee of the Canadian Institute of Planners. This thematic issue is particularly timely given recent Supreme Court decisions, development pressures and opportunities, the results of the Truth and Reconciliation recommendations, and the increasing momentum of Indigenous community planning processes.

As usual, we invite all our readers to become contributors by sending articles on these proposed themes or on other topics relevant to Canadian planners to our Editorial Board for consideration. Please visit our website at [www.cip-icu.ca/Resources/Plan-Canada](http://www.cip-icu.ca/Resources/Plan-Canada) for details on submitting your article.

2016 looks to be a very good read thanks to all the contributors to *Plan Canada*. ■

**L**es numéros du printemps, de l'été et de l'automne 2016 de *Plan Canada* aborderont des enjeux d'une importance cruciale pour les urbanistes au cours des années à venir. Notre numéro du printemps, sous le thème *Sustainability on the Edge* (Aux limites de la durabilité) recense les plus récentes tendances en matière de durabilité. La refonte du cadre des politiques fédérales et provinciales et l'émergence de nouveaux facteurs comme l'agriculture urbaine et le développement de l'infrastructure continuent d'alimenter la réflexion sur les modes de vie durables. En outre, les citoyens et citoyennes continuent de prôner des approches novatrices en conception, planification et aménagement de collectivités durables.

Le thème du numéro d'été sera *Financing Cities* (Le financement des villes) qui évoquera la complexité du financement des services et de l'infrastructure des villes canadiennes, petites et grandes. Nous espérons pouvoir inclure des articles d'universitaires en urbanisme et en économie de diverses régions du pays et axer les articles sur le rapport entre les finances municipales et l'aménagement. Le numéro d'automne sera préparé par le Sous-comité d'aménagement des peuples autochtones de l'Institut canadien des urbanistes. Ce numéro thématique tombe à point nommé vu les récentes décisions rendues par la Cour suprême, les pressions et occasions qui découlent du développement, les recommandations de la Commission de vérité et de réconciliation, et du dynamisme grandissant des processus d'aménagement des collectivités autochtones.

Et comme d'habitude, nous invitons notre lectorat à collaborer en nous faisant parvenir des articles sur les thèmes proposés, ou de proposer à notre comité de rédaction d'autres thèmes pertinents à l'urbanisme au Canada. Veuillez consulter notre site Web à [www.cip-icu.ca/Resources/Plan-Canada](http://www.cip-icu.ca/Resources/Plan-Canada) pour des renseignements sur la façon de proposer votre article.

L'année 2016 sera agrémentée de bonnes lectures grâce à tous les collaborateurs de *Plan Canada*. ■



# CLIMATE CHANGE À LA MODE

BY JANIS FEDOROWICK MCIP, RPP, OALA, BES

**SUMMARY** Prime Minister Trudeau's declaration at the COP21 Conference in Paris, France, has made climate change resilience a hot topic again, but what does this mean for Canadian planners? How do we go beyond treating climate change as a buzzword and develop tangible action plans to deal with this global threat? The new Ministry of the Environment and Climate Change provides the opportunity to create a national vision and plan that can coordinate provincial, regional and local efforts. But the greatest opportunity lies at the local level. An example of a climate change resilience-first approach is shown for the update to the Samoan National Building Code, one of the small island nations most susceptible to climate change impacts.

**RÉSUMÉ** La déclaration du premier ministre Trudeau lors de la récente Conférence COP21 à Paris a remis à l'ordre du jour la résilience face au changement climatique, mais qu'est-ce que cela signifie pour les urbanistes canadiens? Comment pouvons-nous aller au-delà des belles déclarations pour élaborer des plans d'action concrets face à cette menace mondiale? Le nouveau ministère de l'Environnement et du Changement climatique offre la possibilité de formuler une vision et un plan pour coordonner les efforts provinciaux, régionaux et locaux. Mais la plus grande opportunité réside au niveau local. Les modifications apportées au Code national du bâtiment de Samoa, petite nation insulaire éminemment sensible aux impacts du changement climatique, donnent l'exemple d'une démarche privilégiant la résilience.

Climate change is trendy again, thanks in part to Prime Minister Justin Trudeau who kept the issue front and centre during his recent election campaign and by his invitation for provincial leaders to join him at the United Nations Climate Change Summit (COP21) held in Paris, France, on November 30, 2015. With the recent announcement by Alberta Premier Rachel Notley of a commitment of \$3 billion toward a carbon tax and putting an end to all coal-fired power plants by 2030, the provinces are jumping on the bandwagon.





# Nations Unies Changements Climatiques 2015

COP21/CMP11

Paris, France



Prime Minister Justin Trudeau invited provincial leaders to attend the United Nations COP Climate Change Summit in Paris in 2015. From left, Premier of Alberta Rachel Notley; Premier of British Columbia Christy Clark; Premier of Ontario Kathleen Wynne; Prime Minister of Canada Justin Trudeau; Premier of Quebec Philippe Couillard; and Premier of Saskatchewan Brad Wall.

"UNITED NATIONS COP 21 CLIMATE CHANGE CONFERENCE" BY BC GOV PHOTOS IS LICENSED UNDER CC BY-NC-ND 2.0

"We are going to do our part to address one of the world's greatest problems," said Premier Rachel Notley in a statement. "We are going to write a made-in-Alberta policy."

Similarly, Catherine McKenna, the new federal Minister of the Environment and Climate Change said, "Canadians know we need to act and this is what we're going to do," referring to the agreement to cut emissions by 30 per cent to 2005 levels.

## THE PARIS SUMMIT

Canada did not even bother to attend last year's UN Climate Change Summit, thanks to former Prime Minister Stephen Harper's position that saw Canada pull out of the Kyoto Protocol in 2012, saying that it did not allow Canada to remain economically competitive.

But over the last year climate change has become rad. Last October, a whopping 98 per cent of delegates at the Canadian Chamber of Commerce annual general meeting supported a resolution to impose a national carbon tax or cap-and-trade system to reduce greenhouse gases (GHG) by 2050. And Prime Minister Trudeau declared in Paris that climate change resilience is important to Canadians and joined 195 countries who pledged commitment to putting the world on course to a low-carbon economy.

Despite the apparent success of the Paris Accord, the UN Framework Convention on Climate Change, the sponsor of the Paris conference, has since expressed "serious concern" that the carbon-reduction pledges made ahead of the Paris summit were not enough to limit average temperature rise to less than 2°C, the benchmark after which catastrophic, damaging changes will occur worldwide.

Furthermore, the "binding" aspects of accords have no enforcement mechanism or penalties for failing to meet them. So what does that mean for Canadian planners?

## IMPLICATIONS FOR CANADA

For the first time, Canada has a federal Ministry of the Environment and Climate Change. This effort alone implies that Canada has placed climate change as one of the most significant issues in the country. A federal ministry dealing with climate change creates the opportunity for a national vision and coordinated effort that can guide and extend through all levels of planning.

Without a national policy, efforts so far have been segmented. Over the last decade, legislation, policy and plans that deal with climate change have emerged at the provincial, regional and local levels, but the initiatives are fractured and only represent a small bandwidth of the climate change resilience spectrum. They are often directed toward a particular known hazard, such as carbon reduction or compact urban design, and do not consider broader issues. Except for a few examples such as the *Oak Ridges Moraine Act* in Ontario, which is successfully preserving a sensitive environmental feature from dense urban development, Canada has had only moments of glory in dealing with this complex, demanding issue.

For climate change to become more than a buzzword, we need to formulate real and tangible policies and plans that take into account all contributing factors. Without a strong legislative and policy framework, the fear is that climate change will follow the sorry path of the "ecosystem approach"

## THE CHALLENGE FOR MUNICIPAL PLANNERS AND POLICY MAKERS IS TO COORDINATE THE MANY EXISTING CLIMATE CHANGE RESILIENCE POLICIES, PLANS AND REGULATIONS, SUCH AS SMART GROWTH PRINCIPALS, LEED CERTIFICATION, CONSERVATION AUTHORITY REGULATIONS, LOW IMPACT DEVELOPMENT, AMONG OTHERS, INTO CLEAR AND PRECISE PLANS OF ACTION FOR CLIMATE CHANGE RESILIENCE.

which never manifested itself into a viable form. In 1969, Ian McHarg's *Design with Nature* illustrated in detail how to create sustainable, healthy, resilient communities, but no one did it. Instead, the idea of an "ecosystem approach" made its way into Canadian planning documents and guidelines as a warm-and-fuzzy objective. Everyone agreed that an ecosystem approach should be used, but there was no agreement on how to do it.

Just like the ecosystem approach, climate change has made its way into provincial legislation and regulations, but in a broad-based way with a lot of "shoulds." For example, the Provincial Land Use Policy in Manitoba identifies climate change resilience as a matter of provincial interest and requires that planning and development practices should "support climate change mitigation and adaptation, promote healthy and fiscally sustainable communities, encourage diversity and protect cultural integrity." Other provinces have implemented or are in the process of applying a similar approach.

But how do we go beyond the broad, warm-and-fuzzy objectives and into a real action plan?

A study published in *Plan Canada* last year by Dr. Kevin Hanna *et al.* ("Planning for Climate Change," *Plan Canada*, vol. 54, no. 2, Summer 2014) concluded that most Canadian municipalities are not prepared to deal with catastrophic events arising from climate change or rising sea levels, loss of habitat, threats to water and air quality or mass migration of people living in coastal areas. Even though provincial policies, conservation authority regulations and emissions reductions legislation are in place, clear plans of action to deal with climate change impacts are not yet emerging.

### TARGETED SUCCESS

So far, success has been achieved when there is a specific target. For example, provincial legislations such as Alberta's

*Climate Change and Emissions Reduction Act, 2003*, or British Columbia's *Greenhouse Gas Reductions Targets Act, 2007*, provide specific targets to reduce emissions.

But planning for climate change is much more complex. In Canada, our biggest contributors to GHG emissions are oil and gas extraction and transportation, quite different from the world standards of electricity, followed by agriculture and forestry (Table 1).

### CLIMATE CHANGE STRATEGY

As planners, we need to put together comprehensive programs and policies that take into account all climate change contributing factors, and formulate coordinated plans of action.

At the international level, planners should continue supporting treaties such as the Montreal, Kyoto and Paris Accords that aim to reduce harmful substances around the world. Strengthen relations with non-participating countries, such as China and Japan, and encourage them to implement emission reduction policies that are comparable or better. There are many United Nations programs in place that are planning proactively for climate change, and Canada should have greater involvement with international planning and policy.

Nationally, give the Ministry of the Environment and Climate Change the power to set and enforce policy. Allow it not only to review and comment on climate change initiatives put forth by the provinces but also to set targets and to hold provinces and the private sector accountable for their actions. Demonstrate leadership by enacting legislation and monitoring that not only suggests compliance, but requires it.

A national plan for climate change resilience that recognizes the different biogeographical regions – coastal areas, interior lands, northern climates, urban centres, forested tracts, tundra – would set the stage for more detailed policies at the

TABLE 1: GREENHOUSE GAS EMISSION SOURCES IN CANADA & THE WORLD

GHG Emission Source	Canada	World
Oil and Gas	25%	10%
Transportation	23%	14%
Buildings	12%	6%
Electricity	12%	25%
Industry Emissions – intensive and trade-exposed industries	11%	21%
Agriculture, Forestry, Other Land Uses	10%	24%
Waste and Others	7%	

## OVER THE LAST DECADE, LEGISLATION, POLICY AND PLANS THAT DEAL WITH CLIMATE CHANGE HAVE EMERGED AT THE PROVINCIAL, REGIONAL AND LOCAL LEVELS, BUT THE INITIATIVES ARE FRACTURED AND ONLY REPRESENT A SMALL BANDWIDTH OF THE CLIMATE CHANGE RESILIENCE SPECTRUM.

provincial level, and also create standards that all of Canada should achieve. It could set up inter-provincial climate change resilience targets and policy to ensure continuity across the country. It could also require each province to prepare detailed climate change resilience plans and legislation.

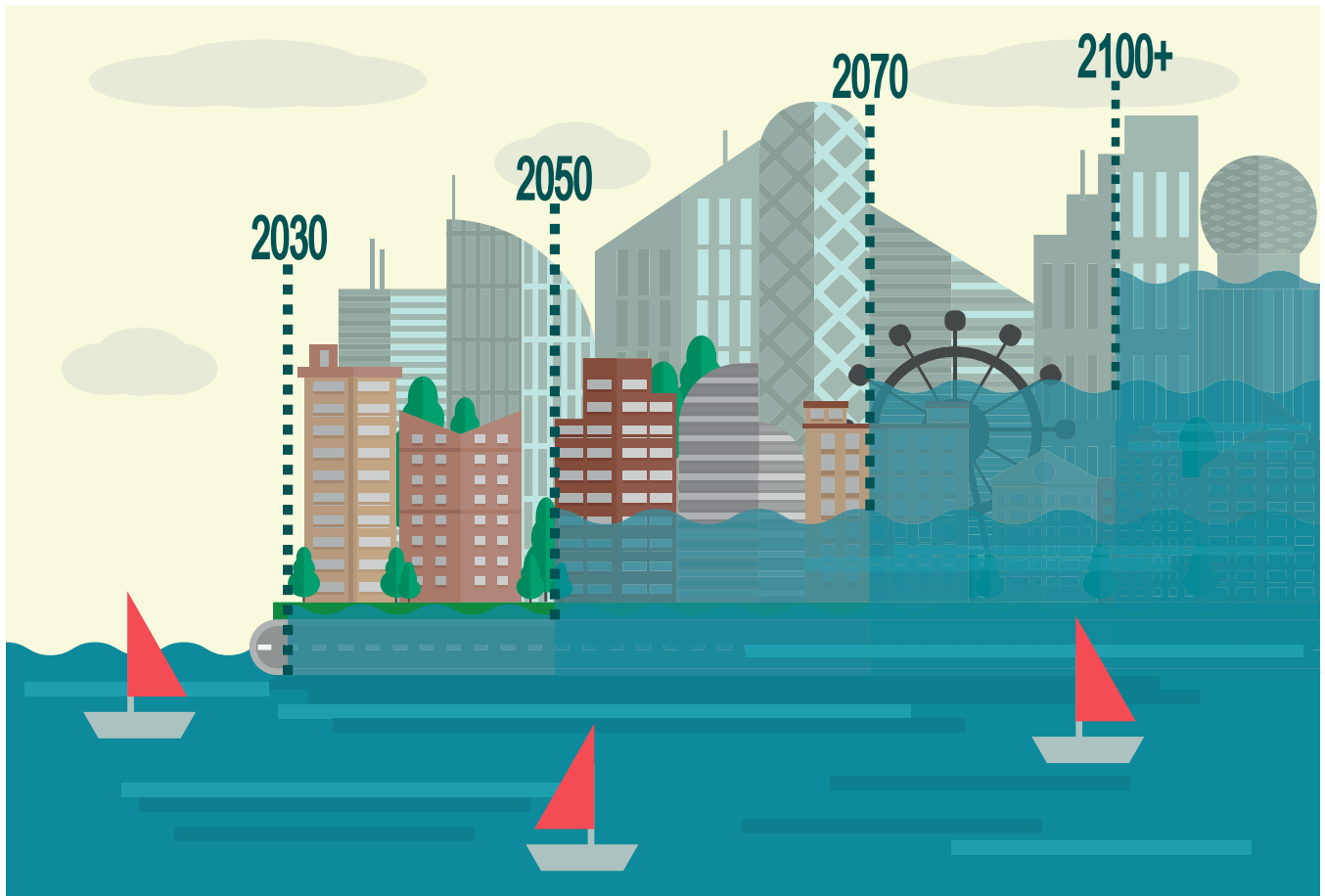
Provincially, climate change legislation and policy should go beyond emissions reductions and broad-based objectives, and really hone in on each provinces' physical and sociocultural character. Plans to address particular climate change resilience issues, such as the Ontario Ministry of Agriculture's Foodland Guidelines and the Ministry of the Environment policies for the Oak Ridges Moraine are good examples. Climate change resilience policy for every province would be specific to its provincial needs, should respond to and enact the objectives of the national plan, and should provide specific, measurable outcomes.

But perhaps the greatest impact that planners can have will be at the regional and local levels where the opportunity exists to have climate change policies become the baseline

from which all other planning policies, land use, zoning and guidelines are derived. Doing so would require a complete change from our standard practices that treat climate change resilience as one of many objectives when it ought to be the prime motivator.

The challenge for municipal planners and policy makers is to coordinate the many existing climate change resilience policies, plans and regulations, such as smart growth principals, LEED certification, conservation authority regulations, Low Impact Development, among others, into clear and precise plans of action for climate change resilience. A comprehensive plan with climate change resilience as the singular goal would help planners to fill in the gaps where we fall short, assist in achieving goals of carbon neutrality and coordinate many planning initiatives that already achieve climate change resilience objectives.

At this level, the nuts and bolts of climate change resilience can be detailed and targets set, for example, maintaining/creating a percentage of green space per kilometre in urban



**TABLE 2: CLIMATE CHANGE RESILIENCE IN SAMOA – IMPACTS, CAUSES AND SOLUTIONS FOR UPDATING THE NATIONAL BUILDING CODE**

Coastal Zone Impact	Cause	Planning and Building Solution to Offset Impact	Applicable Standards and Regulations	National Building Code Provisions
Loss of beaches and mangroves	Accelerated erosion and sedimentation due to storm surges, increased wind gusts and extreme weather events	Development in Coastal Zones must include hard and soft landscape solutions to offset beach and channel erosion up to the anticipated rise in sea level along with a nation-wide coastal management plan  Mitigation measures include hard structures - seawalls, jetties, groins, and soft solutions - beach nourishment, vegetative stabilization, dune creation, flood-proofing, creating mangroves and tidal wetlands	Prepare nation-wide coastal management plan and finalize village sustainable management plans  Develop standards and guidelines for hard and soft landscape solutions and stormwater management principles	Update Section and Appendix on Stability to include standards for erosion mitigation, landscaping, and stormwater management
Habitat mortality	Ocean temperature increase	Development plans should demonstrate that emission, green building and energy reduction targets are met	Samoan National Energy Policy 2007 which encourages use of renewable energy such as solar, wind, coconut oil, hydro and energy from waste  Standards – NGHAS National Greenhouse Gas Abatement Strategy –emissions targets  Develop a Green Building Handbook for all applicants	Include Green Building Standards such as those in Green Star, Green Globes or LEEDS and consider requiring certification  Ensure buildings comply with emission reduction targets

areas, requiring new construction to use alternative energy such as geothermal, solar, wind, or a combination thereof, or requiring compact neighbourhoods to be built. Local planning could evolve into a performance-based system in which achieving climate change targets becomes the algorithm and the benchmark for development approval.

**RESILIENCE-FIRST PLANNING IN ACTION**

An example of a climate change resilience-first document is currently being developed in Samoa, one of the Pacific Island nations that will be devastated by climate change but which contributes only minimally to the crisis. The project involves updating the performance-based National Building Code to have it incorporate climate change resilience objectives. Samoa is considering a process, created by Wavefront Planning and Design, which uses basic cause-and-effect to identify solutions, and implement agencies, applicable regulations and updates to the National Building Code.

All expected climate-change impacts were first listed according to the biogeographical zone – marine, coastal, interior and urban – that Samoa uses in its climate change planning. Each impact was then categorized according to its cause, followed by solutions to offset the impact. An example of two of the 30+ categories is illustrated in Table 2.

This type of comprehensive approach illustrates a direct link between impacts of climate change and viable solutions for prevention and mitigation. It also provides a system of checks and balances to identify new planning tools and changes that need to be made, and a framework for future planning. The basic structure could be applied to almost any planning situation, no matter the scope.

Let’s hope that Canadian planners can assist the Trudeau government to fit the pieces of the climate change puzzle together in a highly effective, dynamic and inclusive program. We have very little time for error. ■

**JANIS FEDOROWICK**, RPP, MLA, BES, a Canadian urban planner, landscape architect and author, is principal of Wavefront Planning and Design with offices in Toronto and Samoa.

REFEED  
ARTICLE

# SUSTAINABILITY AT THE URBAN-RURAL FRINGE

ASSESSING THE IMPLICATIONS OF  
AGRIBURBAN DEVELOPMENT FOR  
PLANNING SUSTAINABLE COMMUNITIES  
ALONG THE URBAN-RURAL BOUNDARIES  
OF THE GREATER GOLDEN HORSESHOE



**BY CIAN O'NEILL, BSc, MPL AND  
DR. PATRICIA COLLINS, BSc, MSc, PhD**

**SUMMARY** *The growing interest in food production and concern around agricultural land preservation has turned proximity to small-scale, organic farms into a value-adding amenity for residential development. As a result, agriculture-suburbs (or agriburbs) have emerged which incorporate residential, natural open space, and agricultural land uses in suburban development. The goal of agriburban developments, to balance conservation and development, is echoed in the provincial and regional policies that govern land use planning in the Greater Golden Horseshoe (GGH) region in southern Ontario. This research examined previous case studies of agriburbs and reviewed land use policies for the GGH to consider the implications of agriburban development for planning sustainable communities in this region.*

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**RÉSUMÉ** *L'intérêt croissant pour la production alimentaire et le souci de préserver les terres agricoles ont fait des petites fermes biologiques des ajouts prisés dans les projets résidentiels. En conséquence, des banlieues agricoles (ou agri-banlieues) ont émergé incorporant des espaces résidentiels, naturels et cultivés. L'objectif des projets agro-urbains, soit d'équilibrer la conservation et le développement, est reflété dans les politiques provinciales et régionales qui régissent la planification de l'utilisation des terres dans la région élargie du Golden Horseshoe (REGH) du sud de l'Ontario. Cette recherche a examiné des cas antérieurs de banlieues agricoles de même que les politiques d'aménagement du territoire de la REGH pour examiner les implications du développement agro-urbain pour la planification de collectivités durables dans cette région.*

## IMPACTS OF URBAN EXPANSION ON AGRICULTURAL LAND

The Greater Golden Horseshoe (GGH) region in southern Ontario, Canada, contains a large amount of valuable agricultural land as well as intense growth pressure from its urban centres. Within Canada, the GGH has been a significant contributor to new settlement areas on dependable agricultural land and accounted for more than 60,000 hectares of dependable agricultural land converted between 2000 and 2011.<sup>1</sup> Population growth and urban migration trends suggest Canadian cities will have to grow more (either in area or in density) to accommodate future populations and much of this growth is projected to occur in suburban areas (see Figure 1). As cities expand and agricultural lands are repurposed, the productive potential of this land is lost. A co-ordinated review of land use planning policies for the GGH began in 2015 and has drawn pressure to permit further development within the Greenbelt to relieve housing and transportation challenges.<sup>2</sup> The review also presents an opportunity for the province to reaffirm its commitment to preserving agricultural land and limiting urban expansion.

## “AGRIBURBS” AS AN ALTERNATIVE TO CONVENTIONAL SUBURBAN DEVELOPMENT

Conventional suburban development was the dominant approach to suburban planning for much of the second half of the 20th century. These suburbs are characterized by their low density, increased private space, disconnected street network, and automobile-oriented street design (Freilich, 1999).<sup>3</sup> In response to perceived downfalls of conventional suburbs, new urbanist suburban development emerged. The defining characteristics of this new urbanist suburban development are the mixing of employment, residential, and commercial land uses to bring work, home, and play within walking distance; and intensification around nodes to support public transit.<sup>4-6</sup>

Another alternative approach to conventional suburban development that is growing in popularity in North America is the *agriburb* (for agriculture-suburb). These developments have been introduced into housing markets in the United States since the 1990s and more recently in Canada (including British Columbia and Quebec). Agriburbs combine elements of new urbanism (such as pedestrian-oriented streets and high quality public spaces) with the goals of agricultural land preservation into the design of neighbourhood that contain a mix of residential and agricultural land uses. Developers of agriburbs claim that such communities give residents a stronger connection to farming and food, easier access to healthy food and physical activity, and excellent community life.<sup>7</sup>

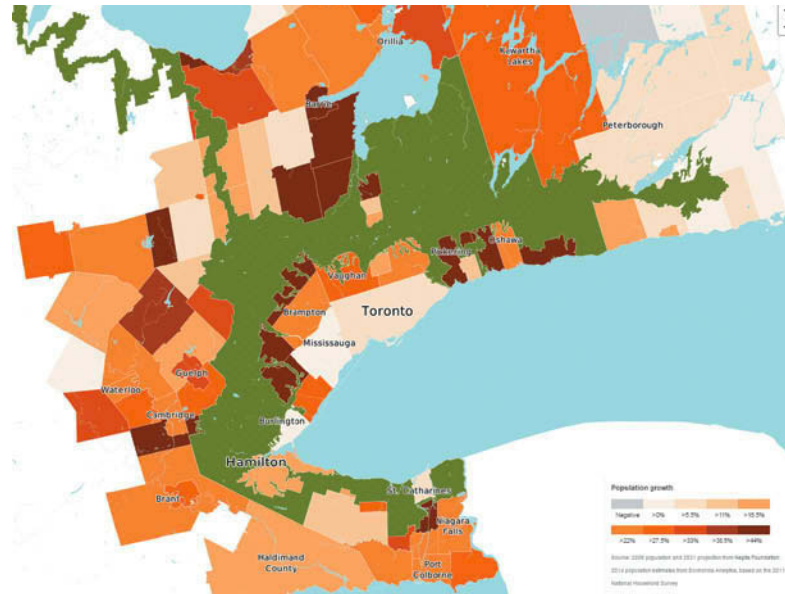


Figure 1: Growth projections for Ontario's Greater Golden Horseshoe from 2014 to 2031. THE NEPTIS FOUNDATION, 2011.

Agriburban developments vary widely in their approach, preserving between 40 and 95 per cent of the site as agricultural or natural areas.<sup>8,9</sup> In cases where homes are clustered on smaller lots, the net density of the built area in agriburbs can be comparable to that of new urbanist neighbourhoods, while the resulting gross density encompassing both built and preserved areas is close to or less than that of conventional suburbs.<sup>10</sup> Agriburbs protect sources for food production near cities<sup>11</sup> and have the potential to improve the affordability of small-scale farming operations in proximity to urban areas.<sup>12</sup> While nuisance claims can occur between residents and farmers in such a setting,<sup>13</sup> one study found that land use conflicts can be reduced through agriburban development, dependent on the attitudes of residents.<sup>14</sup>

Agriburbs have received criticism, however, as they may also fragment both residential and agricultural land uses, reducing the efficiency of both.<sup>15,16</sup> Research indicates that less land is preserved via agriburban land use compared to through other preservation techniques.<sup>17</sup> In addition, these “islands” of preservation often attract further development in surrounding areas which seek to capitalize on the amenity, further decreasing the agricultural land base.<sup>18</sup> The cost of preserving agricultural and natural lands within private development is partly recovered through property sales and the desirability of these amenities can further increase home values, propagating the tendency for natural amenities to be concentrated in affluent neighbourhoods.<sup>19</sup> Finally, agriburbs appear to be a

**AGRIBURBS COMBINE ELEMENTS OF NEW URBANISM (SUCH AS PEDESTRIAN-ORIENTED STREETS AND HIGH QUALITY PUBLIC SPACES) WITH THE GOALS OF AGRICULTURAL LAND PRESERVATION INTO THE DESIGN OF NEIGHBOURHOOD THAT CONTAIN A MIX OF RESIDENTIAL AND AGRICULTURAL LAND USES.**



more sustainable, intensified approach to providing country living when compared to dispersed, rural lots. However, they also have the potential to draw residents out of denser, more centrally located urban areas.<sup>20</sup>

## STUDY OBJECTIVES AND METHODS

This study examined the sustainability of agriburbs, compared to conventional and new urbanist approaches to development, and assessed the implications of agriburbs for land use planning at the urban-rural fringe in the Greater Golden Horseshoe (GGH). The sustainability of agriburbs was evaluated using Gibson's<sup>21</sup> criteria for sustainability assessments (defined in Table 1) and drew from a comprehensive review of existing literature and case studies on varying approaches to suburban development. Conventional suburbs were identified as the most prevalent approach to which new urbanist suburbs are a highly-regarded alternative

amongst planning professionals. The Provincial Policy Statement (PPS),<sup>22</sup> the Greenbelt Plan,<sup>23</sup> and the Growth Plan for the Greater Golden Horseshoe<sup>24</sup> were reviewed to understand the potential for agriburban development to contribute to regional objectives for sustainable communities (the review did not include the Oak Ridges Moraine Conservation Plan or the Niagara Escarpment Plan). Policy statements relating to growth management; growth boundaries; urban, rural, and agricultural land uses; and sustainable communities were noted.

From the literature review, characteristics of the three approaches to development (such as pedestrian-oriented streets or increased private space) were categorized amongst Gibson's criteria and scored according to how well the respective criterion was met (2 = fully meets criterion, 1 = partially meets criterion, 0 = does not meet criterion). The scores of the characteristics were then averaged to produce scores reflecting how well the development approaches meet each criterion and how well the approaches meet the criteria overall (see Table 2).

**TABLE 1: GIBSON'S CRITERIA FOR SUSTAINABILITY ASSESSMENT**

Criteria	Definition
Socio-ecological system integrity	"Build human-ecological relations to establish and maintain the long-term integrity of socio-biophysical systems and protect the irreplaceable life support functions"
Livelihood, sufficiency, and opportunity	"Ensure that everyone...has enough for a decent life and opportunities to seek improvements in ways that do not compromise future generations...sufficiency and opportunity"
Intragenerational equity	"Ensure that sufficiency and effective choices for all are pursued in ways that reduce dangerous gaps in sufficiency and opportunity...between the rich and the poor"
Intergenerational equity	"Preserve or enhance the opportunities and capabilities of future generations to live sustainably"
Resource maintenance and efficiency	"Provide a larger base for ensuring sustainable livelihoods for all while reducing threats to the long-term integrity of socio-ecological systems"
Socio-ecological civility and democratic governance	"Build the capacity, motivation and habitual inclination of individuals, communities and other collective decision making bodies to apply sustainability requirements"
Precaution and adaptation	"Respect uncertainty and avoid even poorly understood risks of serious or irreversible damage to the foundations for sustainability"

SOURCE: GIBSON, 2005

**TABLE 2: AVERAGE SUSTAINABILITY CRITERIA SCORES OF THE THREE TYPES OF SUBURBAN DEVELOPMENT (2 = FULLY MEETS CRITERIA REQUIREMENTS, 0 = DOES NOT MEET CRITERIA REQUIREMENTS)**

Criteria	Conventional suburb	New urbanist suburb	Agriburb
Socio-ecological system integrity	0.00	1.67	1.13
Livelihood, sufficiency, and opportunity	0.60	1.56	1.40
Intragenerational equity	0.38	1.71	1.50
Intergenerational equity	0.00	2.00	1.00
Resource maintenance and efficiency	0.00	2.00	1.20
Socio-ecological civility and democratic governance	0.00	2.00	1.80
Precaution and adaptation	0.00	1.67	1.00
<b>Average score</b>	<b>0.14</b>	<b>1.80</b>	<b>1.29</b>

# AGRIBURBS MAY REDUCE RESIDENTIAL-AGRICULTURAL LAND USE CONFLICTS THAT ARE COMMON WHERE “HARD BOUNDARIES” EXIST BETWEEN URBAN DEVELOPMENT AND AGRICULTURAL LAND PRESERVES.

## RESEARCH FINDINGS

### OVERALL SUSTAINABILITY ASSESSMENT FINDINGS

The sustainability assessment revealed that conventional suburbs generally fail to meet the requirements for the sustainability criteria (0.14 out of 2.0), while new urbanist suburbs meet the requirements to the greatest extent (1.8 out of 2.0). The agriburban approach meets requirements for sustainability in some aspects but fails to meet the requirements in other aspects (1.29 out of 2.0). A detailed summary of the complete assessment is included in.<sup>25</sup>

### LACK OF AFFORDABILITY IN NEW SUBURBAN NEIGHBOURHOODS

The sustainability assessment found that conventional suburbs, new urbanist suburbs, and agriburbs are all ineffective at providing a diverse and affordable housing stock in suburban residential developments. Meanwhile, the PPS makes numerous references to the importance of providing a mix of housing for building strong, healthy communities, and the Growth Plan similarly aims to build complete communities that accommodate people from all stages of life. The findings of this research indicate that the existing agriburban developments reviewed in literature have not directly contributed to the provision of affordable housing. On the contrary, agriburbs have combined the narrow range of housing options of conventional suburbs with the limited supply and high demand of new urbanist ones. The unfortunate result is that the high quality public amenities provided within agriburban neighbourhoods are only easily accessed by a select portion of society that can afford to live there.

### BALANCING DENSITY AND DESIRABILITY

The trade-off that exists between density and desirability was a recurring theme in the evaluation. Conventional suburbs have been both highly demanded and widely criticized for their low density and the increased private amenities this affords. Consistent with the standards of healthy and sustainable communities described in the PPS, new urbanist suburbs have been generally well-received by practicing planners because they use land, resources, and infrastructure more efficiently; facilitate alternatives to automobile-dependency; and increase opportunity for social interaction. Yet, research has shown that many homebuyers prefer less connected street networks, lower density housing, and proximity to farmland.<sup>26</sup> Small-scale, organic farms have been found to be value-adding amenities for new residential developments, and agriburban developments have capitalized on this preference. Thus, the



“HIGHWAY 401 GREENBELT” BY HALJACKEY IS LICENSED UNDER CC-BY-SA 3.0.

desirability of new urbanist suburbs might be increased by incorporating higher quality amenities, such as small farms, without compromising efficiency as is the case for agriburbs. Similarly, the Growth Plan and the PPS support integration through the requirement for the provision of quality public open spaces while also meeting targets for residential and employment densities and facilitating transportation and infrastructure efficiency.

### INTEGRATING CONSERVATION AND DEVELOPMENT

Agriburbs are often promoted as a “responsible” approach to development, by identifying and conserving natural and agricultural resources.<sup>27</sup> Through the preservation of these resources, agriburbs have succeeded at reducing the quantity and contamination level of runoff from the site<sup>28</sup> as well as providing affordable land to small-scale farmers in proximity to urban areas.<sup>29</sup> However, the benefits of agriburban development are less clear when examined beyond the site boundaries. The Greenbelt Plan states that land use planning within and around the Greenbelt boundaries should be based not only on the designation of a specific site but with consideration of connectivity across boundaries and of the broader agricultural system of southern Ontario. Similarly, the PPS and the Growth Plan call for planning matters related to population growth, natural heritage and resources, and housing to be approached in a coordinated and integrated manner.

## IMPLICATIONS

Despite the endeavour to provide a responsible and conservation-oriented approach to development, the agriburb approach has been shown to score lower than the new urbanist suburb approach against all criteria in the sustainability assessment. The implementation of the agriburb approach on a wide scale may result in the reduction of agricultural potential and conservation value, while accommodating a lower population than conventional suburban development. As a result, the agriburb land use approach may prove to be contradictory to the land use policy objectives that have been established for the Greater Golden Horseshoe, which support the intense development of settlement areas and the identification and preservation of agricultural and natural resources. While these policies encourage a mix of land uses at a neighbourhood scale, the research indicates that mixing agricultural and natural lands with residential development reduces agricultural productivity, conservation value, and residential density. Since agriburbs may not provide effective preservation of important resources or efficient residential development, they may be unlikely to contribute to the development of sustainable communities in the GGH.

There may, however, be situations where agriburban development could be appropriate within the GGH on a site level. Agriburbs may reduce residential-agricultural land use conflicts that are common where “hard boundaries” exist between urban development and agricultural land preserves.<sup>30</sup> The Growth Plan is highly restrictive of the expansion of settlement areas to prime agricultural areas but also states that, should this expansion be unavoidable, impacts on agricultural operations should be mitigated. In such a case, development that incorporates small-scale, organic agriculture and attracts residents who want to live in an agricultural setting could provide a buffer between more intense development and large-scale agriculture operations. Similar to cases where expansion of settlement areas to prime agricultural areas is required, agriburbs could be appropriate at the fringe of preserved agricultural areas, within settlement areas where density and population targets have been reached.

## CONCLUSIONS

While agriburban development offers some lessons for how higher density developments can provide quality open space amenities, the research indicates that the agriburban approach to land use does not represent an approach that can be widely replicated to produce sustainable communities. Instead, agriburbs may be employed to preserve key features at the site level and can contribute to planning objectives in the GGH if implemented in a way that is appropriate for the site and consistent with regional policies.

Research indicates that regional approaches with hard boundaries, such as the protected countryside in the Greenbelt, are more effective at preserving agricultural lands while promoting intensification and efficient greenfield

development. Through raising public awareness of how our built environment affects our health and the natural environment, further progress can be made aligning the housing market demand with sustainable community planning approaches. ■

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# CONDO FARMS

INTEGRATING URBAN  
AGRICULTURE AMENITIES  
IN NEW CONDOMINIUM  
DEVELOPMENTS



BY DILYS HUANG, BES, MPL, LEED GREEN ASSOC., AND DR. LEELA VISWANATHAN, PHD, MCIP, RPP

**SUMMARY** Urban agriculture is becoming more popular especially in many dense, growing cities. However, the lack of access to backyards or adequate open space is one of the key barriers for urban dwellers residing in apartment or condominium buildings. This article summarizes the highlights from a recent study conducted on factors that influence the provision of urban agriculture amenities in new residential development projects, as well as lessons learned for municipalities and developers.<sup>1</sup>

**RÉSUMÉ** L'agriculture urbaine est de plus en plus populaire, surtout dans les villes croissantes et densément peuplées. Cependant, le manque d'accès à des arrière-cours ou à des espaces verts adéquats est l'un des principaux obstacles pour les citoyens résidant dans des immeubles d'appartements ou de condominiums. Cet article résume les faits saillants d'une étude récente sur les facteurs qui influent sur l'intégration d'équipements d'agriculture urbaine dans de nouveaux projets résidentiels, ainsi que les leçons que peuvent en tirer les municipalités et les promoteurs.<sup>1</sup>

PHOTO: DANIELS CORPORATION



Rooftop garden at NY2 Condominiums in Toronto.



Rooftop garden at One Park Place in Regent Park.



## **BOTH TORONTO AND VANCOUVER HAVE ADOPTED POLICIES AND REGULATIONS FOR URBAN FOOD PRODUCTION IN HIGHER DENSITY OR MULTI-UNIT RESIDENTIAL DEVELOPMENTS.**

### **CONTEXT**

Today, it is not uncommon to see various types of food production spaces or urban agriculture (UA) initiatives, such as community gardens, rooftop gardens, urban farms, and edible landscapes, emerging in different communities. Such initiatives may be partly attributed to policies developed by municipalities that focus on UA opportunities. Even though certain developers are providing UA amenity spaces as part of their condominium projects, these spaces only appear in some developments. Therefore, the research study explored the factors that play a role in encouraging or discouraging developers from incorporating food production spaces.

Drawing upon literature and policy review findings, and supplemented by key informant interviews with eight municipal planners and residential developers in Toronto and Vancouver, this article offers insight into how planning practitioners can further enhance the availability of UA amenities for residents.

### **SIGNIFICANCE OF URBAN AGRICULTURE**

More broadly, UA is being revived in a number of urban areas. Applications include, but are not limited to, community development; conservation, recreation, and education functions; sustainable architecture; and open space management.<sup>2</sup> Despite a number of benefits associated with UA, such as improved community cohesion, enhanced food security, better health outcomes, and reduced environmental impacts, there are certain limitations as well. Harsh weather conditions in some communities, access to sufficient sunlight and water, concerns with potentially contaminated soils, and the level of manual labour required, are some examples of challenges.

However, with the urban food culture movement evolving over the past decade, there is a growing demand for organic and healthy foods, an increase in niche restaurants, and greater involvement in the local food movement.<sup>3</sup> Developers are also picking up on these trends when addressing market demands and preferences.

### **WHY INTEGRATE URBAN AGRICULTURE IN MULTI-UNIT DEVELOPMENTS?**

Taking UA into consideration while planning for multi-unit construction projects becomes more imperative as cities

**TABLE 1: MUNICIPAL POLICY DOCUMENTS REVIEWED AS PART OF THE STUDY**

Toronto	Vancouver
<ul style="list-style-type: none"> <li>• <i>Green Roof Bylaw (Toronto Municipal Code Chapter 492, Green Roofs)</i> (2009)</li> <li>• <i>Toronto Official Plan (2010/2015)</i></li> <li>• <i>Zoning Bylaw 569-2013 (2013)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Official Development Plans (ODPs)                             <ul style="list-style-type: none"> <li>- <i>East Fraser Lands ODP</i> (2006)</li> <li>- <i>Southeast False Creek ODP</i> (2007)</li> </ul> </li> <li>• <i>Urban Agriculture Guidelines for the Private Realm</i> (2009)</li> <li>• Community Plans                             <ul style="list-style-type: none"> <li>- <i>Mount Pleasant Community Plan</i> (2010)</li> <li>- <i>West End Community Plan</i> (2013)</li> <li>- <i>Marpole Community Plan</i> (2014)</li> </ul> </li> <li>• <i>Rezoning Policy for Sustainable Large Developments</i> (2014)</li> <li>• Zoning and Development Bylaw 3575</li> </ul>

densify and accommodate more people. Looking at Toronto and Vancouver, both municipalities have been heading toward multi-unit construction, such as mid- to high-rise condominium apartments, as opposed to single-detached construction due to densification and the cost of housing.<sup>4,5</sup>

In terms of facilitation, both local governments and the private sector have a role to play in promoting urban food production. Strategies for governments include adopting appropriate planning policies and tools, integrating UA in bylaws and any removing any hindering restrictions, and

permitting food production spaces in different land uses. Conversely, there are opportunities for the private sector to retrofit existing buildings or to design new buildings so that they are able to support UA features.

**POLICY FRAMEWORK FOR URBAN AGRICULTURE**

In the case of Toronto, the City is considered a North American leader in the sustainable food movement.<sup>6</sup> With an increasing number of condominium apartment starts, food




Garden plots incorporated within a Regent Park condominium model.

PHOTO: DILYS HUANG



The Southeast False Creek  
Temporary Community Garden.  
PHOTO: DILYS HUANG



SOMEBODY  'S  
EACH OF  
THESE BOXES



Olympic Village condominium apartments in Vancouver's Southeast False Creek neighbourhood.

production spaces are being integrated in new condominium projects, such as those developed as part of the Regent Park revitalization scheme (Figures 1 & 2).

Similarly, Vancouver has been launching various food initiatives and aims to become a global leader in urban food systems by the year 2020. One of the City's most noteworthy models of sustainable development is the Southeast False Creek neighbourhood. Sustainable features include UA within low- to mid-rise buildings, green roofs, rooftop gardens, edible landscapes, and a community demonstration garden (Figures 3 & 4).

Both Toronto and Vancouver have adopted policies and regulations for urban food production in higher density or multi-unit residential developments. Such regulations can be found in Official Plans, Official Development Plans,

Zoning Bylaws, statutory policies, and guideline documents (Table 1, page 32).

#### MUNICIPAL PLANNERS' PERSPECTIVES

While speaking to supporting policies that are currently in place, a City of Toronto project manager pointed out that there are no regulations that prevent UA from being located on rooftops in the municipality. At the same time though, there are zoning-related matters that would have to be addressed when locating greenhouses at-grade or above-grade within residential areas. While UA is not identified in Vancouver's *Zoning and Development Bylaw*, the City's newly amended *Rezoning Policy for Sustainable Large Developments* now contains a section on Sustainable Food Systems, which is a "unique and exciting



PHOTO: DILYS HUANG

## ASPECTS THAT INFLUENCE THEIR SUCCESS AND WHETHER OR NOT FOOD PRODUCTION SPACES ARE ADOPTED IN BUILDINGS INCLUDE PLANNERS WHO ARE ACTIVE AND ENGAGED, CONSUMER INTEREST AND SALEABILITY OF A PARTICULAR URBAN AGRICULTURE AMENITY, AND THE LEVEL OF AWARENESS FROM STRATA CORPORATIONS.

Furthermore, increasing the amount of education and knowledge for residents, as well as having planners who are flexible and take initiative in encouraging applicants to incorporate food production spaces are ways to enhance the availability of UA amenities.

### DEVELOPERS' PERSPECTIVES

During interviews with the developers, various key drivers that prompt the consideration of UA amenities were identified by the participants. Drivers range from having a competitive edge in the market, to being committed to the urban food agenda. As reflected by one of the key informants:

It's part of our own corporate commitment to a belief that access to quality food is a major staple in terms of quality of life. . . . I think the key consideration for [end-users] is how do you maintain part of this the joys of living in a home, which often have to do with things like gardening for people. So, it's sort of a two prong approach. One is around the social belief around access to food . . . and the other is about the quality of life that people want to enjoy up in their condo environment. (Toronto developer)

On the other hand, one of the Vancouver developers believes that UA amenities are driven by the municipal planners rather than by the development sector.

From the policy perspective, some of the developers see the current policies and approval process as relatively neutral – in other words, the policies neither trigger nor prevent the undertaking of food-related initiatives. At the same time, a participant cautioned against the addition of policy elements that might act as a hindrance despite having good intentions. An example is the potential for adverse impacts to occur if UA policies were introduced in Toronto's *Green Roof Bylaw* since UA has a social component that requires programming and management, unlike green roofs.

Public demand for food production spaces is not easy to quantify. However, developers noted that purchasers often see these spaces as a bonus instead of a necessity, with the benefits typically realized over a period of time. Overall, the level of demand and interest is context-specific and varies between different locations:

I think it varies quite a bit from place to place and a lot of that has to do with two things. The first

opportunity to elevate food policy and urban agriculture” (Vancouver planner).

Aspects that influence their success and whether or not food production spaces are adopted in buildings include planners who are active and engaged, consumer interest and saleability of a particular UA amenity, and the level of awareness from strata corporations. Referring to planter boxes that are constructed:

Once they're built . . . the strata is not aware of these garden plots . . . [the developers would] build the building and then put ornamental flowering plants in the planter boxes so they look beautiful. And the people, when they move in, may not be aware that actually those were built for garden plots that they can use them to grow vegetables. (Vancouver planner)



Rooftop garden with raised planter boxes at The Rise, an award-winning mixed-use infill development in Vancouver.

PHOTO: GROSVENOR GROUP

thing is how dense the area is. . . . So where you have a higher density, you get a much higher demand for urban agriculture. . . . I would say a secondary factor is the issue of the whole sustainability culture. (Developer/former Vancouver consultant)

When asked about enabling and hindering factors, the key factors that were revealed include the developer’s vision, the municipal policies that are in place, and how proposed UA features are received by municipal authorities. Even though the market is beyond the reach of local governments, many developers noted it as a key factor. Accommodating food production spaces in a development is also dependent on the type of project and site conditions, along with maintenance costs. Lastly, several developers mentioned the importance of having a gardening group in place – it is not sufficient to simply provide the physical infrastructure without having a group take over the programming and maintenance.

## OPPORTUNITIES AND RECOMMENDATIONS

Overall, the following points are key opportunities and recommendations for planning practitioners from different sectors to consider:

### MUNICIPALITIES AND DEVELOPERS

- Encourage partnerships between community gardening organizations and strata corporations to educate and train residents on how to successfully manage a UA program
- Besides developing the physical infrastructure, explore the programming component of UA amenities with greater depth

### MUNICIPALITIES

- Enhance UA provisions and guidelines while maintaining flexibility and not creating unintended hindrances
- Conduct assessments, such as post-occupancy surveys, to determine how food production spaces are functioning over a period of time and their level of success

## PUBLIC DEMAND FOR FOOD PRODUCTION SPACES IS NOT EASY TO QUANTIFY. HOWEVER, DEVELOPERS NOTED THAT PURCHASERS OFTEN SEE THESE SPACES AS A BONUS INSTEAD OF A NECESSITY, WITH THE BENEFITS TYPICALLY REALIZED OVER A PERIOD OF TIME.

- Consider providing municipal incentives instead of simply providing the regulatory framework and policies
- Seek UA opportunities in public spaces (e.g. parks, boulevards, and underutilized land) beyond the private realm to maximize the application of UA

In conclusion, there are a number of strategies that both the public and private sectors can undertake to enhance UA opportunities for urban dwellers. It is hoped that this article's findings would be useful to planners seeking to elevate sustainable food system initiatives.

### ACKNOWLEDGEMENTS

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# CRYSTAL TO IQALUIT

AN ARCTIC COMMUNITY TRANSFORMATION

BY KENNETH JOHNSON, RPP, MCIP

DOWNTOWN IQALUIT

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**SUMMARY** *The City of Iqaluit is a unique Canadian Arctic community because of its origin as a military base. A futuristic plan for a domed city in 1958 set the initial stage for the development of the community, however, political, economic, and construction realities did not allow this vision to advance. Since the military departure in 1964, Iqaluit has grown substantially to a population of 7500 (2014), with several development milestones that have incorporated innovative cold regions technology and sustainable development practices. From its origin as the Crystal 2 airbase, Iqaluit has experienced 70 years of transformation to becoming the hub of Canada's eastern arctic region.*

**RÉSUMÉ** *La ville d'Iqaluit est une communauté arctique canadienne unique puisqu'elle s'est développée à partir d'une base militaire. Un plan futuriste pour une ville couverte d'un dôme a ouvert la voie au développement de la communauté, en 1958, mais les réalités politiques, économiques et techniques n'ont pas permis de réaliser cette vision. Depuis le départ des militaires, en 1964, la population d'Iqaluit a considérablement augmenté pour atteindre les 7500 âmes (en 2014), en passant par plusieurs étapes de développement qui ont intégré la technologie innovante des régions froides et les pratiques de développement durable. De son origine comme base aérienne Cristal 2, Iqaluit a connu 70 années de transformation pour devenir la plaque tournante de la région est de l'Arctique canadien.*

**T**he City of Iqaluit is a unique Canadian Arctic community because of its origin as a military base. A futuristic plan for a domed city in 1958 set the initial stage for the development of the community, however political , economic, and construction realities did not allow this vision to advance. Since the military departure in 1964, Iqaluit has grown substantially to a population of 7500 (2014), with several development milestones that have incorporated innovative cold regions technology and sustainable development practices. From its origin as the Crystal 2 airbase, Iqaluit has experienced 70 years of transformation to becoming the hub of Canada's eastern arctic region.

The City of Iqaluit is a unique Canadian Arctic community because it originated from a United States military enterprise, and not from a commercial venture, such as a trading post. From its origin as the Crystal 2 airbase, built to serve the ferrying of aircraft from North America to Europe, Frobisher Bay (1964), and finally Iqaluit (1987), has experienced 70 years of transformation to the hub of Canada's eastern arctic region.

The early interest in the region dates back to Martin Frobisher's mining misadventures in the 1570s. Significant exploration in the region advanced in association with the search for the lost Franklin expedition, and explorer C.F. Hall created the first rudimentary map of the area in 1860.

Eighty years passed before an interest in the region once again emerged, with the Second World War and the Battle of the Atlantic. The Allied Forces were suffering terrible losses from Nazi Germany's submarine fleet in 1941, and a new transportation route for supplies was desperately needed. A path to Europe "over the top" could make use of the point of land at the south end of Baffin Island to provide a great circle air route to Europe, to accommodate the leap-frogging of fighter aircraft, and the transportation of supplies.

During July 1941, a United States Army Air Forces team investigated the Frobisher Bay region for a potential secret airfield along the Crimson Route. Ultimately, a level meadow beside the community was selected as an airfield site called Crystal 2. The airfield and base amenities consisted of the accommodation, a hospital and a sealift area, in addition to two runways. The construction of the airfield was difficult, particularly since the military personnel had no experience in the construction in permafrost soils.

The Battle of the Atlantic turnaround in 1943 meant that the Crimson Route through the base became obsolete because of more strategic airfields located further south. The base activity was reduced to weather, communications, and logistics duties and the airfield activity was shut down in 1950.

The start of the Cold War and the possibility of an over-the-top attack from the Soviet Union motivated the U.S. military to reactivate the airfield in 1951, and Crystal 2 Air Base became known as the Frobisher Bay Air Base. In 1954, the Distant Early Warning (DEW) Line agreement was signed, and the base became a staging point for construction of DEW Line sites in the region, with materials sealifted to the base, and subsequently distributed by air.

The first major milestone for the community development came with John Diefenbaker's 1958 announcement of the Northern Vision, a strategy to extend Canadian nationhood to the Arctic and develop its natural resources for the benefit of all Canadians. In March 1958, a speech from the Department of Northern Affairs and National Resources stated that "[Frobisher Bay] will be the most revolutionary community in the country, perhaps on the continent. Today, architects and engineers are talking in terms of a new community shaped roughly like a snowflake. In the centre of the snowflake would be the stores, restaurants, and the banks that make up a modern community of more than 4000 people. In the outer areas might be the accommodation unit reaching into the sky."

This futuristic plan for a domed city surrounded by residential towers had a price tag of \$120 million, which would be at least one billion dollars today. In reality, residential towers around a central covered dome was an impractical design for an arctic community, particularly with the extreme construction challenges of building in permafrost.

The grand vision for Frobisher Bay came and went with Diefenbaker's election loss in 1962. In 1963, the remaining military forces left, creating a Canadian government centre for the eastern Arctic. This action completed the transformation from a northern military base to an Arctic community. The first community council was formed in 1964, with a community population of 900.

Within the community, a central area called Astro Hill became the community

focus in the late 1960s, and a satellite residential area, known as White Row was connected with a sheltered corridor. Small residential neighbourhoods evolved in the area around Astro Hill with the existing base infrastructure (referred to as Lower Base), and a new neighbourhood (referred to as Ikaluit, with a "k"). The community's infrastructure included a water supply originating from a lake above the community, and a sewage collection system that discharged into the inlet.

Frobisher Bay continued to grow in the 1970s, and the community gained village status in 1974. The first mayor of the Village of Frobisher Bay was elected in 1979, and town status was designated in 1980.

In the mid-1980s, planning work initiated a second community development milestone with the creation of a new residential expansion area that would be substantially serviced with a piped water and sewer system. This system applied the innovations of a shallow buried water and sewer system using



The New Expansion Area was planned in the mid-1980s and has created the first large unique neighbourhood.

PHOTO: KENNETH JOHNSON, 199

**THE FIRST MAJOR MILESTONE FOR THE COMMUNITY DEVELOPMENT CAME WITH JOHN DIEFENBAKER'S 1958 ANNOUNCEMENT OF THE NORTHERN VISION, A STRATEGY TO EXTEND CANADIAN NATIONHOOD TO THE ARCTIC AND DEVELOP ITS NATURAL RESOURCES FOR THE BENEFIT OF ALL CANADIANS.**





Iqaluit waterfront.

PHOTO: "WATERFRONT" BY SEBASTIAN KASTEN IS LICENSED UNDER CC BY-SA 2.0

of insulated plastic (HDPE) pipe and insulated steel access holes. The ultimate naming of the new development was quite literal, and the neighbourhood name of "New Expansion Area" has stuck. The New Expansion Area began to build out in the 1990s to create the first large unique neighbourhood in the Town of Iqaluit.

With the creation of the Nunavut Territory in 1999, the Town became the territorial capital, which created a phenomenal boom in the community, with a growth estimate to 5000 people ultimately becoming 6600 people. The housing in the New Expansion Area took on a modern look, reflecting the maturation from a regional centre to a territorial capital.

A third community development milestone began in 2004, with the planning for the Plateau Subdivision. The Plateau Subdivision was the first Arctic subdivision based primarily on sustainable development principles. The planning recognized the sensitivity of the tundra environment, the high cost of energy and construction in the Arctic, and the big picture issue of climate change in the Arctic.

The sustainable development principles were pursued in various ways. Social aspects were addressed by deliberately protecting natural features, including a network of walking trails and snowmobile trails, and by maximizing the number of affordable single-family lots.

Environmental aspects were addressed by aligning the roads with the prevailing winds to reduce snow

accumulation, and aligning the lots to maximize the opportunity for houses to take advantage of solar energy. The building standards for the houses included the use of water saving devices, such as low-flush toilets, low-flow shower heads and energy efficient appliances.

Today, Iqaluit is a busy government centre with a population of 7500 (2014). As much as Iqaluit is a big city in the context of the Nunavut Territory, the community remains an Arctic community at heart on the edge of Canada's northern frontier. How many capital cities can boast about the occasional polar bear walking through town? ■

**KEN JOHNSON**, MCIP, RPP, is a senior planner and engineer with almost 35 years of experience in planning and engineering for water and sanitation systems in small communities. He has lived and worked in all three northern territories, and has completed work in more than 40 communities across the north. Ken's broader geographic base of work has included small water and sanitation systems in British Columbia, Alberta, and Labrador, and his specific technical expertise is associated with decentralized wastewater treatment.

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| BY JORDAN JACKSON

# PREPARE FOR POSITIVE CHANGE



Over the past year, the Canadian Institute of Planners has experienced quite the rollercoaster ride. During the 2015 Annual General Meeting held at the CIP National Conference in Saskatoon, the previous Council's decision to wind down operations was rejected by the membership which provided the first few up-down motions of that ride. This led to the creation of the Future Forward Taskforce whose purpose was to *identify options for governance and supporting financial model to sustain CIP as a national organization that promotes and advances the values of planning in Canada*. Their engagement with CIP membership, Council and Provincial and Territorial Institutions and associations assisted in creating a Final Report of recommendations for Council to determine the most appropriate governance structure. Their findings were presented during the November 2015 Board of Directors meeting, which was my first meeting as Student Representative. I would like to congratulate and thank those involved in the Future Forward Taskforce for their hard work and dedication to the planning profession in Canada.

During the November 2015 Meeting, Council created a new governance structure with the assistance of the Future Forward Taskforce Recommendations to satisfy the provisions of the *Canada Not-for-Profit Corporations Act*. The new governance structure proposed will be comprised of 13 Board members: 7 Regional Directors, 1 Academic Director, 1 Student Director, 1 Fellow of CIP and 3 Members-at-Large. Each of these members will serve a three-year term with the exception of the Student Director who will serve a two-year term. The most important part of the new governance structure is the

membership is now more open, meaning voting members get to elect all members of the Board. (A membership vote on this governance structure will be held May 2016)

Now what does this all mean for students? The new governance structure means that student benefits will remain the same. Students will still have access to awards and scholarships, *Plan Canada* and opportunities to attend CIP events at reduced rates. What the new governance structure does offer is the opportunity to elect all members of the board which means you, the student, have a say in who directs the national organization. Your vote can help shape the future of planning, which you will be a part of one day, as you begin your careers as young planners. Since the new governance structure calls for more inclusion of its members, prepare for more opportunities offered by CIP to further involve students and young planners. CIP's 2016 National Conference, *Accent on Planning*, will be held July 5 to 8 in Quebec City. There are lots of ways for students to get involved, including student presentations and volunteering opportunities, plus the reduced student rate make it easier for students to afford. Be sure to check out the website for more information. If there are students in your program who are not members of CIP, why not tell them about student membership and get them involved in the national planning community. I, for one, am certainly excited to see these new changes for CIP evolve to build a stronger organization to serve as the voice of Canada's planning community. ■

**JORDAN JACKSON** is the Canadian Institute of Planners Student Representative on the Board of Directors. She is a 4th Year Bachelor of Planning student at the University of Northern British Columbia.

# SE PRÉPARER À DES CHANGEMENTS POSITIFS

**F**ors de l'assemblée générale annuelle de 2015, qui coïncidait avec la conférence nationale de l'ICU à Saskatoon (Saskatchewan), la décision du conseil d'administration d'alors de réduire progressivement les activités a été rejetée par les membres, ce qui a enclenché la série de hauts et de bas que l'organisation a connue. Un des résultats a été la mise sur pied du groupe de travail Future Forward qui a engagé un dialogue avec les membres de l'ICU et produit un rapport qui recommandait les modèles de gouvernance les plus pertinents pour l'organisation. Les conclusions auxquelles est arrivé le groupe de travail ont été présentées lors de la réunion de novembre 2015 du conseil d'administration, la première à laquelle j'ai participé en tant que représentante des étudiants. Je tiens à remercier ceux et celles qui ont participé au groupe de travail Future Forward pour leur contribution et leur dévouement pour la profession d'urbaniste au Canada.

Depuis la réunion de décembre, l'ICU a travaillé fort à la mise en place d'un nouveau modèle de gouvernance. Selon le modèle proposé, il y aurait un conseil d'administration composé de 13 membres, soit sept administrateurs des régions, un administrateur du secteur universitaire, un représentant des étudiants, un Fellow de l'ICU et trois administrateurs généraux. Le mandat de ces administrateurs sera de trois ans, sauf pour le représentant des étudiants dont le mandat sera de deux ans. Le volet le plus important de ce nouveau modèle de gouvernance est que les membres pourront désormais élire tous les membres du conseil d'administration. (Les membres seront invités à voter sur cette structure de gouvernance proposée en mai 2016 à Vancouver.)

En quoi ces changements touchent-ils les étudiants? La nouvelle structure de gouvernance maintient les avantages accordés aux étudiants qui pourront toujours avoir accès aux prix et aux bourses, recevoir Plan Canada et participer aux activités de l'ICU à tarif réduit. Ce que la nouvelle

structure offre est la possibilité d'élire tous les membres du conseil d'administration, et qu'à ce titre vous avez votre mot à dire sur le choix des dirigeants de l'organisation nationale. Vous pouvez contribuer à orienter l'avenir de la profession d'urbaniste à laquelle vous appartiendrez un jour lorsque vous commencerez à exercer.

Comme la nouvelle structure de gouvernance prône une approche plus inclusive des membres, attendez vous à ce que l'ICU offre de nouvelles occasions et possibilités aux étudiants et aux jeunes urbanistes. La conférence nationale 2016 de l'ICU, sur le thème « Accent sur l'urbanisme », se tiendra du 5 au 8 juillet à Québec. Il y a bien des façons pour les étudiants d'y participer, entre autres par des présentations et les occasions de bénévolat, sans oublier qu'ils sont admissibles à des droits d'inscription réduits et donc plus abordables. Consultez notre site Web pour de plus amples informations. Si vous avez des idées ou de suggestions en tant qu'étudiant ou que jeunes urbanistes, n'hésitez pas à m'en faire part. Ensemble, nous pouvons assurer que l'ICU offre les services et les possibilités dont ses membres ont besoin, où qu'ils soient au pays.

Si des étudiants inscrits au même programme que vous ne sont pas membres de l'ICU, pourquoi ne pas leur suggérer de le devenir et d'ainsi faire partie de cette association nationale d'urbanistes. Pour 2016, les droits d'adhésion à titre d'étudiants sont d'environ 25 dollars taxes incluses, et cette adhésion peut se faire par l'entremise de votre association ou institut provincial. Pour ma part, je suis fort heureuse de voir tous ces changements qui feront de l'ICU un organisme encore plus fort et capable d'être la voix du monde de l'urbanisme au Canada. ■

**JORDAN JACKSON** est la représentante des étudiants à l'Institut canadien des urbanistes, et 4e année du baccalauréat en urbanisme, Université du Nord de la Colombie-Britannique.

BY PATRICIA MALONEY, RPP, FCIP  
PAR PATRICIA MALONEY, FICU, UPC

# WHAT PLANNERS NEED TO DO TO PASS THE MEMBERSHIP EXAMINATION

*This article has been prepared with those following PSB's certification process in mind. Please note that l'Ordre des urbanistes de Québec (OUQ) is not a member of PSB and administers a separate process leading to certification.*

**W**hen I became a Member of the Canadian Institute of Planners in 1982, our entire national membership was fewer than 3,000 people. The easy process for becoming a Member included graduating from a recognized school, completing two years of responsible professional planning experience and having a casual coffee or lunch with one or more senior planners with the intent of starting your professional network.

However, the planning profession in Canada has matured, as has our certification process. As part of the Planning for the Future project, it was agreed that a separate, national, independent body should oversee the certification process for professional planners and the accreditation of planning schools. On April 30th, 2012, the inaugural meeting of the Board of Directors of the Professional Standards Board (PSB) for the Planning Profession in Canada was held in Toronto.

The Professional Standards Board for the PSB provides the following services:

- Assesses applications for Candidate membership in CIP and its participating PTIAs
- Verifies mentorship and sponsorship of work experience
- Delivers courses and examinations leading to certification



- Provides preparatory materials and guidance for the Ethics and Professionalism Test and the Professional Examination
  - Administers accreditation reviews of university planning degree programs
- The PSC (in consultation with PSB staff) set the standard for passing the Professional Exam at 80 per cent; the PSB was given the discretion of determining the passing grade for the Ethics and Professionalism Test, which has been set at 70 per cent. The PSB, through the Board, and the Professional Education and Examination Committee (PEEC), created a bank of questions for the Professional Examination, improved the physical situation for writing the exam (since September 2014, candidates can utilize secure software and write the exam on their laptop) and recruited

exam markers. They continue to seek ways to improve the process.

The exam sits twice a year. We have had four sittings to date. Unfortunately, we have not had a very high success rate. Almost 50 per cent of the candidates who attempt the Professional Examination have failed. As a member of the PEEC, I have identified five ways to improve the success rate. I present them here with some suggestions for increasing the potential of succeeding at the exam.

1. **Take the exam seriously.** This is an important professional exam. We have found that many applicants have not taken it seriously. If you have been out of school for a while, it might be tough to get back into student mode and study. We have

*continued on page 46*

# CE QUE LES URBANISTES DOIVENT FAIRE POUR RÉUSSIR L'EXAMEN D'ADHÉSION

*Cet article a été rédigé à l'intention des candidats à la certification par le CNP. Notez que l'Ordre des urbanistes du Québec (OUQ) n'est pas membre du CNP et administre un processus de certification distinct.*

**W**and j'ai adhéré à l'Institut canadien des urbanistes en 1982, notre effectif national ne dépassait pas les 3000 membres. Il suffisait, pour adhérer, de posséder un diplôme d'une école reconnue, deux ans d'expérience professionnelle en urbanisme et de prendre un café ou un repas avec des urbanistes d'expérience pour lancer votre réseau professionnel.

Cependant, la profession d'urbaniste a évolué, tout comme notre processus de certification. Dans le cadre du projet Planifier pour l'avenir, il a été convenu qu'un organisme national distinct et indépendant devrait superviser le processus de certification pour les professionnels de l'urbanisme et l'accréditation des écoles d'urbanisme. Le 30 avril 2012, la réunion inaugurale du conseil d'administration du Conseil des normes professionnelles (CNP) de la profession d'urbaniste au Canada a eu lieu à Toronto.

Le Conseil des normes professionnelles offre les services suivants :

- Évaluation des demandes d'adhésion à l'ICU et à ses IAPT affiliés
- Vérification du mentorat et du parrainage de l'expérience de travail
- Création de cours et examens menant à la certification
- Production de documents préparatoires et d'orientations pour le test de déontologie et de professionnalisme de même que pour l'examen professionnel
- Accréditation des programmes d'études universitaires en urbanisme

Le Comité des normes professionnelles (en consultation avec le personnel du CNP) a fixé à 80 % la note de passage de l'examen professionnel. Le CNP a été chargé de déterminer la note de passage de l'examen de déontologie, qu'il a fixée à 70 %. Le CNP, par l'entremise du Conseil d'administration et du Comité de formation professionnelle et d'examen (CFPE), a créé une banque de questions pour l'examen professionnel, amélioré le cadre physique de réponse à l'examen écrit (depuis septembre 2014, les candidats peuvent utiliser un logiciel sécurisé et passer l'examen sur leur ordinateur portable) et recruté des correcteurs. Le CNP continue de chercher des moyens d'améliorer le processus.

L'examen a lieu deux fois par an. Nous avons eu quatre séances à ce jour. Le taux de réussite, malheureusement, n'est pas très fort. Près de la moitié des candidats ont échoué. En tant que membre du CFPE, j'ai identifié cinq

façons d'améliorer le taux de réussite. Je les présente ici avec quelques suggestions pour augmenter le potentiel de réussir à l'examen.

- 1. Prenez l'examen au sérieux.** C'est un examen professionnel important. Nous avons constaté que beaucoup de candidats ne le prenaient pas au sérieux. S'il y a un certain temps que vous avez quitté les bancs d'école, il pourrait être difficile de redevenir un étudiant. Nous avons suggéré de former des groupes d'étude s'il y a plus d'un candidat dans le même bureau. Vous trouverez des conseils et des articles sur le site Web du CNP et sur de nombreux sites Web affiliés. Donnez-vous le temps de vous préparer. Si vous avez terminé vos études il y a moins de trois ans, vous devez étudier intensivement, car vous n'avez peut-être pas connu certaines « leçons de vie ».
- 2. Familiarisez-vous avec le Code de déontologie et avec la notion d'intérêt public.** Le principal objectif

*continued on page 46*



suggested study groups if there is more than one person in an office. You can find hints and articles on the PSB web site and on many affiliate web sites. Give yourself time to prepare. If you have been out of school less than three years, you need to study hard, since you may not have experienced some of the “life lessons” yet.

**2. Know the Code of Ethics and understand what the public interest is.**

The main focus of the exam is to ensure that you understand your responsibility to the public. Understand your obligations to the profession. Planners' first obligation is to the *public*, whether you work in the government or private sector. This has been a major shortcoming in the exam answers.

**3. Use all your time.** This is not a race. Use your time to ensure that you have completely explained your answers, demonstrated that you understand the importance of the public interest, reinforced the CIP Code of

Professional Conduct, and have understood and answered the questions properly.

**4. Explain the geographical context.**

While the markers are generally senior planners, they may not be familiar with the legislation, regulations and context of your answers. While we are concentrating on the ethical and professional content and understanding, the marker must understand why you are providing your answer. For example, not every province requires an Environmental Impact Assessment for development and most provinces have local appeal bodies that deal with subdivision and development (not provincial). Make sure the marker can understand the context of your answer and does not think that you are unaware of what they see as the “correct” process (that is, the one with which they may be familiar).

**5. Read everything you can get your hands on.** PSB and most of the PTIAs have suggested readings and materials on their websites. Take

advantage of these documents. Back issues of *Plan Canada* have articles regarding the profession. You can also search the wider internet for material on “public interest planning” or “the public good.” Go back to Point 1 and start a study group at your office. Consider the core competencies, talk to your mentor or sponsor, and understand the CIP Code of Professional Conduct.

PSB, CIP and your PTIA want you to pass the exam and become a Certified Member. But as we move towards exclusive right to practice legislation, we need to ensure that our members are certified and qualified and understand the role planners play in our communities.

Good luck to all candidates. We look forward to your successful completion of the exam and entrance into CIP as a Certified Member. ■

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continued from page 45

de l'examen est de veiller à ce que vous compreniez votre responsabilité envers le public de même que votre obligation envers la profession. La première obligation de l'urbaniste est à l'égard du *public*, que l'on travaille dans le secteur public ou privé. C'est dans ce domaine que les réponses d'examen ont été le plus lacunaires.

**3. Prenez tout le temps imparti.** Ce n'est pas une course. Utilisez votre temps pour vous assurer que vous avez complètement expliqué vos réponses, démontré que vous comprenez l'importance de l'intérêt public, cité le Code de déontologie de l'ICU, bien compris les questions et répondu correctement.

**4. Expliquez le contexte géographique.** Même si les correcteurs sont généralement des urbanistes expérimentés, ils peuvent ne pas être familiers avec les lois et règlements de votre province ou avec le contexte de vos réponses. Le correcteur doit comprendre ce qui motive vos

réponses. Par exemple, les provinces d'exigent pas toutes une évaluation d'impact environnemental et la plupart ont des organismes d'appel locaux (plutôt que provinciaux) pour traiter des questions de lotissement et de développement. Assurez-vous que le correcteur peut comprendre le contexte de votre réponse et qu'il ne vous croit pas ignorant de la démarche « correcte » (c'est-à-dire celle avec laquelle il peut être familiarisé).

**5. Lisez tout ce qui vous tombe sous la main.** Le CNB et la plupart des IAPT suggèrent des lectures et des documents sur leurs sites Web.

Profitez de ces documents. Les anciens numéros de *Plan Canada* contiennent des articles sur la profession. Vous pouvez également faire des recherches sur Internet sur des thèmes comme « l'urbanisme et l'intérêt public ». Retournez au point 1 et formez un groupe d'étude dans votre bureau. Tenez compte des compétences de base, parlez-en à votre mentor ou parrain, et familiarisez-vous

avec le Code de conduite professionnelle de l'ICU.

Le CNP, l'ICU et votre IAPT veulent que vous réussissiez l'examen et deveniez membre agréé. Mais comme nous nous dirigeons vers une loi sur le droit de pratique, nous devons nous assurer que nos membres sont certifiés et qualifiés et qu'ils comprennent le rôle que jouent les urbanistes dans nos communautés.

Bonne chance à tous les candidats. Nous espérons que vous réussirez l'examen et deviendrez membre agréé de l'ICU. ■

**PATRICIA MALONEY**, UPC, FICU, est urbaniste principale chez Dillon Consulting Limited à Calgary. On peut lui écrire à [pmaloney@dillon.ca](mailto:pmaloney@dillon.ca).

**REMARQUE :**

1. Au Québec, les programmes en urbanismes sont accrédités par l'Ordre des urbanistes de Québec (OUQ). Le processus de certification professionnelle pour les urbanistes au Québec est administré par l'OUQ; veuillez consulter leur site web pour de plus amples renseignements.

| BY DONOVAN TOEWS, MCIP

# THE PUBLIC OPEN HOUSE: USED AND ABUSED

In the eyes of some public engagement practitioners, the public open house is seen as the ugly duckling of public engagement practice, derided as an inappropriate and inadequate engagement tool. At the same time, project managers often default to using the public open house as the only consultation tool available to them – perhaps as a means of simply satisfying that pesky consultation requirement. Is it possible that both groups are correct in their assessment of the efficacy of the public open house? Is the public open house really the ugly duckling of the consultation industry, or can it be a handsome swan in the making?

The key to understanding when and how to use the public open house effectively lies in recognizing that engagement processes ideally need to meet the needs of a *diverse* range of project interests.<sup>1</sup>

It is unlikely that all stakeholders in a given project will be impacted by the project in the *same* way. For example, imagine a new rapid transit line planned through an existing residential neighbourhood. An individual that lives beside that line is likely to be affected in a manner that is much different, and potentially to a much greater degree, than a regular transit rider who lives elsewhere in the city but rides the system daily. Both parties have a perfectly valid interest in the project, however, it is clear that each party is going to be affected differently. Should they both be treated the same way or should the parties be engaged differently?

Engagement processes for physical planning projects such as this example

should identify *different* types and levels of interest and then engage them *differently*. This idea runs somewhat contrary to what seems to be common practice in which all stakeholders are deemed to have an equal shot at participation, and the engagement program is structured accordingly (that is, events directed to all stakeholders alike). However, an approach that treats all stakeholders the same may lead to participant dissatisfaction at the onset since, as certain consultation tools may be appropriate for some participants, but completely inappropriate for others. In the case of the public open house, the event style is simply an inadequate tool to deal with the level of sentiment from participants who may feel most directly impacted.

Here are a few suggestions illustrating how to effectively use (or not use!) the public open house as a meaningful and effective engagement tool:

- Use the public open house only once most of the stakeholder groups or individuals that are most likely to be directly or indirectly impacted<sup>2</sup> have been engaged by other more intimate means.
- Treat stakeholders that are likely to be directly impacted specially. This means not inviting a highly impacted stakeholder to a general public event as a first mode of outreach. This type of stakeholder is likely to feel the consultation effort represents an insufficient (or disrespectful) effort to engage. The right tool is likely an



individual or small group meeting where there is sufficient time (say, 60 to 90 minutes) and an appropriate level of intimacy (to share feelings instead of just facts) that will allow for a meaningful exchange and empathy between the parties. This type of interaction cannot be accommodated in a public open house setting.

- Use the public open house for the right type of project. While effective for tangible, physical projects, it may

be less effective for consensus-building or visioning types of projects.

- Use a structured approach. Do not use a series of engagement tools aimed at all potential participants in the hope that participants will sort themselves out. Rather, match the right tool to the right stakeholder to the greatest degree possible.

Having spent the proper time and effort with directly impacted stakeholders, the public open house can

be employed effectively, offering the following advantages:

- Many participants can be accommodated at one event;
- The event can be held in an orderly fashion;
- Participants can all have access to the same information;
- Participants can have access to face-to-face conversations with knowledgeable staff;
- There can be an opportunity to efficiently collect substantial written and verbal feedback;
- Accountability mechanisms can be established to encourage civil behaviour among participants; and
- The invitation to participate can be limited only by the notification effort


In holding a public open house, there are specific tools that can be employed to make the event itself effective including choosing an appropriate venue and timing, notifying properly, creating participant accountability measures such as entry registration, staffing the event with knowledgeable and empathetic project team members, and presenting information in plain language, among others.

When used poorly – on its own and without the support of other engagement practices – the public open house will surely remain the ugly duckling of this industry. However, when used properly, the public open house can indeed become that handsome swan. ■

**DONOVAN TOEWS**, MCIP, is Principal of Landmark Planning & Design Inc. He is a public consultation specialist, and has designed and facilitated many public consultation programs for a variety of planning and engineering projects for both the private and public sectors.

#### REFERENCES.

1. In a previous *Plan Canada* article ("Stakeholder Tier System," vol. 53, no. 1, Spring 2013) I have suggested that consultation programs for certain projects should specifically identify and address a diversity of stakeholder interests by using a diversity of engagement tools, including the public open house, in a way that recognizes varying levels of interest and/or impact.
2. Or those with a specific related authority (for example, municipal government or government department).



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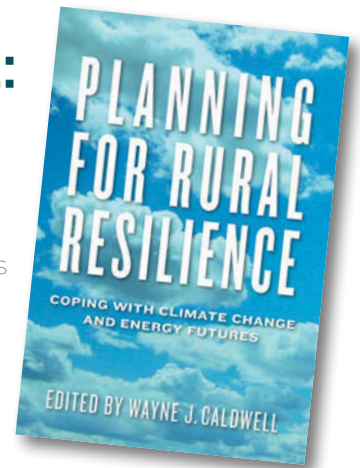
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# PLANNING FOR RURAL RESILIENCE: COPING WITH CLIMATE CHANGE AND ENERGY FUTURES

WAYNE J. CALDWELL, EDITOR | UNIVERSITY OF MANITOBA PRESS; 2015; 184 PAGES



Community resilience, urban or rural, is an increasing global concern. The consequences of natural disasters, energy deficiencies, economic instability and government financial crises, in many cases at the local level, now create shocks and after-shocks that are felt worldwide. As all levels of government and the private sector struggle to find the operating and capital resources required to address these issues, there is a growing realization that the core element of “community sustainability” is, in fact, “resilience.” Given the scope of the crises being currently experienced, it is clear that different approaches to fostering community resilience will be required in the very near future. It is into this near vacuum of alternative strategies for resilience that Caldwell and colleagues venture with *Planning for Rural Resilience: Coping with Climate Change and Energy Futures*.

To be absolutely honest, the title and opening chapter’s approach to the very broad subject of community resilience made me skeptical at the outset of the value of this publication. There has been a lot written about climate change and the end of the cheap oil era, and I wondered if this was just another compendium of academic lament, albeit with a rural focus. My skepticism was no doubt also underpinned by my residing in Alberta in a time of depressed oil prices.

My perspective began to change, however, with Susanne Reid’s account of ways that the community members of Goderich responded to the challenges brought on by the F3 tornado of August 2011, and of planning’s role in providing an *anti-fragility* framework through community engagement activities and public-endorsed statutory planning

documents. Implementing these plans in the wake of the tornado allowed for the release of the residents creative energies through the redevelopment of valued community assets and facilities. New leaders emerged and new partnerships were formed to strengthen Goderich’s long-term community resilience. My personal experience with the floods of 2013 in Calgary and High River, Alberta confirm Ms. Reid’s conclusions.

My conversion was completed though by Kraehling and Caldwell’s discussion of the role that green infrastructure plays in creation of resilient communities. Their reference to the works of Thomas Adams, Aldo Leopold and Ian McHarg confirmed for me that this publication was far less about dealing with contemporary planning topics and far more with the long-term sustainability and resilience of Canada’s, not just Ontario’s, rural communities. Respecting, and finding ways to express the value of the unquantifiable goods and services performed by our open spaces, parks, wetlands, wood lots and riparian areas continues to be a challenge for local, provincial/state and national governments. Top-down policy making has made slow progress in acknowledging the environmental, fiscal and social importance of nature and natural systems. Where senior governments have acted to protect natural landscapes, their actions have often been directed to specific geographic locations with few options considered other than prohibition of certain activities. Recognition of the environmental goods and services derived from the balance of the landscape is left to local government and the community at large. This approach has also led to paucity of tools that local government planners can employ to implement

well-intended policies directives from senior governments.

One tool, however, that is common, convenient, and readily available is communication, and this instance the communication focuses on real world, examples of resilience-based, practically applied innovations. In *Planning for Rural Resilience: Coping with Climate Change and Energy Futures*, Caldwell and his colleagues use this tool extremely well to highlight the efforts that have been made by individuals, associations and communities to improve individual and collective resilience. From organized tree-planting programs, to non-traditional transit networks, back-to-the-future small-scale agriculture and community initiated greenhouse gas reduction efforts, the authors document how local initiatives can offer rural communities opportunities to become proactively adaptive to the inevitable changes that await us all.

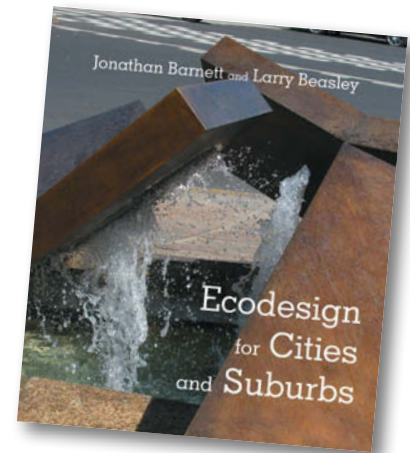
Clearly the most powerful message that *Planning for Rural Resilience: Coping with Climate Change and Energy Futures* conveys is that we need not be the powerless victims of the future weather, energy or financial crises. Pro-active planning for adaptation and resilience by individuals and communities offers not only hope, but real opportunities for true long term sustainability. ■

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# ECODESIGN FOR CITIES AND SUBURBS

BY JONATHAN BARNETT AND LARRY BEASELY FCIP, RPP

WASHINGTON DC: ISLAND PRESS; 2015: 262 PAGES.



**E**codesign for *Cities and Suburbs*, co-authored by Jonathan Barnett and Larry Beasley, is a response to the urgent issue of increased environmental stress and global climate change caused by widely replicated patterns of unsustainable urban and suburban growth. The book is a comprehensive overview of the diverse challenges our cities and suburbs face, offering practical planning and urban design solutions for transforming our urban growth model today. The authors argue, however, that even the most progressive examples of livable and responsible development continue to be exceptions, and that these isolated successes need to become widely adopted if truly sustainable cities and suburbs are to be realized.

The premise of this book is firmly grounded in an approach called ecodesign, which seeks to harmonize human and natural systems while creating attractive, desirable places to live. These guiding principles include accepting and managing complexity, making population and economic growth sustainable, making design processes interdisciplinary, requiring public participation throughout a project lifecycle, respecting natural and built contexts, and drawing on a range of design methods. In general, the ecodesign approach is holistic, responsive, contextual, and multidisciplinary, factoring in site-specific cultural history, environmental conditions, and human experience.

International best practices are discussed throughout the book as a basis to explore successful planning and design strategies in response to crucial urban and environmental issues. In six illustrated chapters, the authors demonstrate the benefits of coupling government initiatives with private sector innovations

in responding to and mitigating climate change (Chapter 2); adopting smart growth policies that promote compact, transit-oriented development and offer balanced transportation systems (Chapter 3); developing regulations that make cities more livable and environmentally compatible (Chapter 4); and investing in attractive and environmentally responsible public realm improvements (Chapter 5). The authors provide effective examples of effective changes within existing governmental structures and normal business practices using a variety of policy, regulatory, financial, and design tools. The last chapter summarizes the most compelling solutions and goes into greater detail on how to implement ecodesign concepts.

A couple of case studies stand out as examples of immediate measures planners and designers can take to reshape cities. In the wake of Hurricane Sandy, the U.S government allocated some of its rebuilding funds to making restored areas less likely to be damaged in the future. Partnering with private organizations such as the Rockefeller Foundation, the federal government funded a research project entitled Rebuild by Design to protect areas at risk from future flooding. A few of the proposals submitted by national and international firms are currently being funded for implementation. The public-private collaboration in this case was crucial for driving novel and innovative solutions. Another example is from Vancouver where the city has prioritized the inclusion of families in the downtown core through clearly articulated guidelines and unit requirements for families. *Guidelines For Housing Families at High Densities* also incorporates strategies to secure low and middle-income housing. As a

result, approximately 30 per cent of new downtown households are families with children. Building programs, architectural and urban design, and development regulations all play a role in creating affordable and attractive environments that meet the needs of families, and that can compete with single-family suburban homes. Human experience and building consumer demand are important pieces for establishing sustainable communities.

*Ecodesign for Cities and Suburbs* provides an adequate number of precedents at various scales and in different municipal contexts to prove that it is indeed possible to make positive, lasting changes in our cities and suburbs. Planners and designers should incorporate the strategies presented in this book into current legislation, policy frameworks, zoning by-laws, capital programs, and design guidelines if cities are to respond to a rapidly changing demographic environment. While this book offers a convincing rationale for taking immediate action, the inclusion of a toolkit and resource guide that distills the strategies would have been a useful addition for policy makers, planners, and designers. Overall, this is a valuable, informative book for the planning community that advances theory into practice, and that inspires new approaches to pivotal planning issues. ■

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